



## Convention to Combat Desertification

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### Committee on Science and Technology

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**Progress made on the implementation of the knowledge-management system, including traditional knowledge, best practices and success stories on desertification, land degradation and drought issues**

## Progress report on the implementation of the knowledge- management system

Note by the secretariat

### *Summary*

By its decision 26/COP.9, the Conference of the Parties (COP) requested the Committee on Science and Technology (CST) to focus during the biennium 2010–2011 on two priorities, one of which is the implementation of the knowledge-management system, including traditional knowledge as outlined in article 16 (g) of the Convention, best practices and success stories on combating desertification, land degradation and drought.

The secretariat of the United Nations Convention to Combat Desertification (UNCCD), under the guidance of the CST Bureau, has been developing the overall structure and architecture of the UNCCD knowledge-management system. Additional efforts have been made to determine the internal component of the system that will complement the external part.

The present document has been prepared to inform the CST on the progress made on the development of the UNCCD knowledge-management system with particular emphasis on those components of the system that deal with scientific and technical information. The CST may wish to give further guidance to the secretariat on how to proceed with this work in order to finalize and operationalize the system.

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## I. Introduction

1. The 10-year strategic plan and framework to enhance the implementation of the Convention (The Strategy) states, as one of its expected outcomes under operational objective 3 concerning science, technology and knowledge, the following: “Effective knowledge-sharing systems, including traditional knowledge,<sup>1</sup> are in place at the global, regional, subregional and national levels to support policymakers and end users, including through the identification and sharing of best practices and success stories”.<sup>2</sup>

2. In its guidance to the Committee on Science and Technology (CST), The Strategy states that the CST should, in cooperation with relevant institutions, create and steer knowledge-management systems aiming to improve the brokering of scientific and technical information from and to institutions, Parties and end-users.<sup>3</sup>

3. Furthermore, in guiding the work of the secretariat, The Strategy requests the secretariat to develop its capacity to service the CST effectively by, inter alia, supporting the knowledge-management systems established by the CST and performing information and knowledge brokering functions.<sup>4</sup>

4. Against this background, the secretariat introduced, in its 2010–2011 work programme, the establishment of a knowledge management and information brokering system that would support the related work of the CST while simultaneously providing a framework and a tool for numerous other information needs under the United Nations Convention to Combat Desertification (UNCCD) and related tasks of the secretariat. This system would provide an integrated database on UNCCD-related information, including components on scientific and technical information, reporting and review of implementation, awareness raising and areas of synergy. It would also offer an organized pathway to further information relating to desertification, land degradation and drought, as well as sustainable land management, based on interoperability<sup>5</sup> with other knowledge-management systems. It could also serve as a forum for electronic exchanges, networking and even training.

5. By its decision 4/COP.9, paragraph 9, the Conference of the Parties (COP) requested the secretariat to continue building up efficient knowledge-management and knowledge-brokering systems to serve as tools for successful implementation of the comprehensive communication strategy, as appropriate and in the context of the 2010–2011 programme of work adopted by the Parties in decision 9/COP.9.

6. By its decision 26/COP.9, paragraph 2, the COP indicated that the CST should focus in the biennium 2010–2011 on two priorities, one of which is the implementation of the knowledge-management system, including traditional knowledge as outlined in article 16 (g) of the Convention, best practices and success stories on combating desertification, land degradation and drought. By decision 25/COP.9, paragraph 6 (c), Parties decided to include on the agenda of the second special session of the CST the following item: “Progress made on the implementation of the knowledge management

<sup>1</sup> Excluding traditional knowledge on genetic resources.

<sup>2</sup> Decision 3/COP.8, annex, paragraph 11, outcome 3.5.

<sup>3</sup> Decision 3/COP.8, annex, paragraph 14 (b) (iii) f.

<sup>4</sup> Decision 3/COP.8, annex, paragraph 20 (b) (ii) b.

<sup>5</sup> Interoperability is defined as the ability of a system to work with or use the parts or equipment of another system. Definition from the Merriam-Webster Dictionary of English.

system, including traditional knowledge, best practices and success stories on desertification, land degradation and drought issues”.

7. This document presents an overview of the UNCCD knowledge-management system that is under development, with particular emphasis on those components of the system that deal with scientific and technical information, best practices and success stories on combating desertification/land degradation and drought (DLDD). In preparing this document the secretariat had an internal consultation and sought advice from knowledge-management experts within some organizations of the United Nations, and with partners from the private sector.

## II. Background

8. Article 6 of the Convention urges developed country Parties to promote and facilitate access by affected country Parties, particularly affected developing country Parties, to appropriate technology, knowledge and know-how.

9. In addition, the Convention also stresses the importance of knowledge for the success of its implementation in article 17 on research and development (knowledge of the processes leading to desertification and drought and traditional knowledge), article 18 on transfer, acquisition, adaptation and development of technology (protection, compilation, promotion and dissemination of traditional and local knowledge) and article 19 on capacity-building, education and public awareness (fostering the use and dissemination of knowledge)

10. Knowledge management has three main aspects: people, processes and technology. It is mainly people-oriented because people generate and hold the knowledge. By improving the knowledge flow, knowledge management may imply undertaking changes in the way the internal and external processes are structured. The technology is essentially a tool or enabler, which should serve the other two aspects.

11. Knowledge<sup>6</sup> is more than information; it incorporates ideas, experience, insights and awareness of who's who<sup>7</sup>. Knowledge could be explicit or tacit. Explicit knowledge is captured and written down and can be combined, stored, retrieved and transmitted with relative ease and through various means<sup>8</sup> (data, manuals regulations, policies, reports, etc). Tacit knowledge is intangible information combined with experience, context, interpretation and judgment and it is acquired through the experience or reflections on the experiences of others (unwritten knowledge).

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<sup>6</sup> For the purposes of this document the definition used for knowledge is the one provided by the Joint Inspection Unit report JIU/REP/2007/6, paragraph 17. “Knowledge is built on data and information and created within the individual [or the organizational unit]. Knowledge, of course, has many levels and is usually related to a given domain of interest. In its strongest form, knowledge represents understanding of the context, insights into the relationships within a system, and the ability to identify leverage points and weaknesses and to understand future implications of actions taken to resolve problems”

<sup>7</sup> Report of the United Nations Office of Internal Oversight Services on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration. E/AC.51/2006/2.

<sup>8</sup> The Knowledge-Creating Company, Oxford University Press, New York and Oxford, 1995.

12. The Joint Inspection Unit has prepared a report entitled “Knowledge management in the United Nations system”<sup>9</sup> which was submitted for the consideration of the United Nations General Assembly at its 63rd session by the Secretary-General. The report examines issues relating to knowledge-management activities within the organizations of the United Nations system and highlights a set of possible recommendations for the effective and efficient management of knowledge. In its recommendation 2, the report recommends that the executive heads of the United Nations system should:

- (a) Survey the knowledge needs of the clients (internal and external) of their organizations;
- (b) Undertake an in-house knowledge inventory for each organization;
- (c) Identify and address the potential knowledge gaps existing between the clients’ needs and the knowledge available within each organization;
- (d) Develop, or revise, the knowledge-management strategy of their organizations, based on the above points and on guidelines to be developed by the Executives Board for Coordination.

### III. Managing knowledge within the UNCCD

13. In 2009, the UNCCD secretariat carried out a survey to assess the expectations of a knowledge-brokering system on DLDD. The outcomes of the survey reflect several trends on the conception of such a system and highlight several challenges. The main key findings can be clustered as follows:

- (a) The system could facilitate the exchange of knowledge between the scientific community and the policymakers (connection);
- (b) The system could facilitate access to reliable, relevant and up-to-date knowledge by internal and external stakeholders (collection);
- (c) The system could support the recollection and sharing of experiences, best practices and success stories that improve the implementation of the UNCCD (processes).

14. Taking into account the outcomes of the survey and the recommendations of the Joint Inspection Unit, and building on relevant decisions of the COP, the secretariat, under the guidance of the Bureau of the CST, has been working on the development of possible elements of the UNCCD knowledge-management system to support all stakeholders in the implementation of the Convention. An optimal knowledge-management system is perceived to ensure the identification, capture, storage, creation, updating, representation and distribution of knowledge for use, awareness and learning across the organization<sup>10</sup> as well as with various UNCCD stakeholders.

15. In order to continue with the process of assessing both the knowledge available on desertification, land degradation and drought and the UNCCD process among the different stakeholders, as well as stakeholders’ specific needs for knowledge, the secretariat plans to undertake a more in-depth analysis that will include several rounds of interviews with key individuals and institutions involved in the UNCCD process. A consultant will be recruited

<sup>9</sup> Juan Luis Larrabure, Joint Inspection Unit, Knowledge Management in the United Nations System, JIU/REP/2007/6, Geneva 2007.

<sup>10</sup> This definition of knowledge management comes from the Joint Inspection Unit report “Knowledge management in the United Nations system”, JIU/REP/2007/6, paragraph 21. <[www.unjiu.org/data/reports/2007/en2007\\_06.pdf](http://www.unjiu.org/data/reports/2007/en2007_06.pdf)>.

to support the preparation of a draft strategy. The result of the analysis will be presented to the CST at its second special session, together with possible options identified for bridging the gap between the available knowledge and the actual needs of the actors.

16. In the 2010–2011 work programme of the secretariat, under subprogramme 3 that deals with science, technology and knowledge, two work packages focus on the knowledge-management system:

- (a) Design and launching of the UNCCD knowledge-management system;
- (b) Development and operationalization of the components of the knowledge-management system.

17. In the design of the knowledge-management system approach, it was noted that the approval of The Strategy and the further decisions taken by the COP and its subsidiary bodies bring to the different UNCCD stakeholders new challenges and opportunities in the implementation of the Convention. The environmental, security and development challenges threaten people around the world, particularly those living in the areas affected by desertification, which are the most vulnerable ones.

18. The successful implementation of The Strategy requires important efforts to generate and make available relevant scientific knowledge to provide the tools for decision-making at all levels. In other words it requires translating that knowledge into policy and eventually into actions that could support the achievement of the strategic objectives of the Convention.

19. Knowledge on DLDD could be considered one of the main assets of the UNCCD. Data and information have been collected and generated since the adoption of the Convention more than 16 years ago. However, this knowledge is spread among the different actors involved in the implementation of the Convention: the secretariat, country Parties, international, intergovernmental and non-governmental organizations, United Nations agencies, scientists, research institutions, academia, etc.

20. At the national level, knowledge is generated, stored by and shared among focal points, academics, scientists and institutions involved in the implementation of the Convention at the national level. At the regional level the process could be built upon the work undertaken in the framework of the Regional Action Programmes and the Thematic Programme Networks put in place by the UNCCD process. At the global level, the knowledge-management process should be based on the available initiatives undertaken by the main international actors.

21. The UNCCD knowledge-management system will be of relevance to two groups of stakeholders: the UNCCD secretariat, the COP and its subsidiary bodies, and country Parties, observers, scientists and the public at large. Therefore, when developing the knowledge-management system there is a need to take into consideration the two components, which are different but complement each other. In this regard, the main architecture could be developed through a division between an internal and an external module.

22. The components of the internal module would include the people, the data and the processes necessary to collect, store and make available internally the knowledge required to improve the efficiency and effectiveness of the work undertaken by the COP, its subsidiary bodies and the secretariat.

23. The external module would collect, store and share the knowledge required by country Parties and other stakeholders in order to successfully implement the Convention. The first stage of the development of this module would have three main components:

- (a) A reporting portal;

- (b) Synergies and outreach;
- (c) Interoperable knowledge bases, including the scientific knowledge-brokering system on desertification, land degradation and drought.

24. The modules and elements of the UNCCD knowledge-management system would be developed by different actors including the secretariat, the CST, the Committee for the Review of the Implementation of the Convention (CRIC), the scientific and the research community.

#### **IV. Initial proposal for the development and implementation of the UNCCD knowledge-management system**

25. Based on the recommendations of the Joint Inspection Unit, decisions of the COP and its subsidiary bodies, and the knowledge needs identified within the UNCCD process, the secretariat has designed the preliminary architecture of what could be the UNCCD knowledge-management system. This system would integrate two different but interconnected modules, as described above.

26. The initial proposal was presented to the Bureau of the CST during its meetings in Bonn, Germany, in March and June 2010. The following descriptions of the two modules take into account the comments provided by the members of the Bureau during those meetings.

##### **A. Internal module**

27. The internal module of the knowledge-management system would support the work of the secretariat and of the COP (or its Bureau in the intersessional period) and its subsidiary bodies. The knowledge-management system would help the Convention institutions to achieve their mandate by improving effectiveness and efficiency (increased accuracy of information, faster decision-making, better resource utilization, and increased responsiveness, transparency and accountability), in accordance with the mission and objectives of The Strategy.

28. Following the provisional overall structure of the knowledge-management system, the internal module would contain elements relating to the people, processes and technology. With regard to the people, few needs have been identified within the secretariat. People are containers of knowledge and are responsible for sharing it, which requires the establishment of clear means or tools to capture and transfer the institutional knowledge. The conceptualization of *yellow pages* or *who's who* has started to create a list of the people involved in the UNCCD process with information about their areas of knowledge and/or expertise on DLDD. This tool would also support the internal knowledge management of the secretariat, particularly the monitoring and evaluation practices under the results-based management approach, and facilitate interoperability with the knowledge-management systems and databases of relevant United Nations system entities.

29. In order to ensure that sufficient and adequate technological capacity is available for the knowledge-management system, the secretariat has started to identify needs. Special attention has been given to the improvement of the software and hardware for the UNCCD databases (of the roster of experts, national focal points, science and technology correspondents and civil society organizations); to improving communications between the secretariat headquarters and the regional coordination units in Mexico City, Tunis and Bangkok; to further development of the intranet site; and to the design and development of a content management system to facilitate the updating and uploading of relevant

information on the website, the intranet and other knowledge-management tools. Furthermore, the Information and Communication Technology unit is exploring the possibility of creating private e-workspaces to facilitate direct interaction among the members of the three Bureaux (COP, CST and CRIC), and to allow real-time work-sharing on documents. The implementation of these projects will require that adequate financial and human resources are made available to the secretariat.

## **B. External module**

30. The external module would support knowledge-management and knowledge-sharing by stakeholders. The idea is to use this module to create, capture and store knowledge that could then be used by the different stakeholders for better policy formulation or programme implementation. The external module would contain three components: the reporting portal, synergies and outreach, and the scientific knowledge-brokering system.

### **1. Reporting portal**

31. By its decision 12/COP.9, the COP established the performance review and assessment of implementation system (PRAIS), which assesses the implementation of the Convention and The Strategy.

32. PRAIS has been put in place to facilitate the submission of reports on the fourth reporting cycle under the UNCCD by the reporting entities (affected and developed country Parties, United Nations agencies, intergovernmental and civil society organizations, the Global Environment Facility, the secretariat and the Global Mechanism), who will provide information on:

(a) Provisional performance indicators for the five operational objectives of The Strategy<sup>11</sup>;

(b) Financial flows (through the standardized financial annex and programme and project sheet<sup>12</sup>;

(c) Best practices on sustainable land management (SLM) technologies, including adaptation<sup>13</sup>;

(d) Indicators and methodologies applied in this reporting and review process, as well as other pertinent information that reporting entities may wish to provide to the COP.

33. According to the timetable established by the CRIC Bureau, during its meeting in Bonn, Germany, in March 2010, country Parties and other reporting entities shall submit the reports before 15 October 2010, to allow the information to be processed and analysed and ready for submission to the CRIC at its ninth session.

34. The information submitted by all the reporting entities, including specific and concrete information on best practices on SLM technologies, including adaptation, would be made available to the general public through an online portal that will facilitate the accessibility, searchability and assessment of relevant information on the implementation of

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<sup>11</sup> Decision 13/COP.9, annex III.

<sup>12</sup> Decision 13/COP.9, annex IV.

<sup>13</sup> Decision 13/COP.9, annex V, lists seven themes for which best practices should be collected. However, the Bureau of the CRIC decided, at its meetings in March and June 2010, that the current reporting cycle will focus only on SLM, including adaptation.

the Convention and on desertification, land degradation and drought issues at the national and global level.

35. The portal also contains a knowledge base created and updated during the reporting process with the aim of facilitating a smooth reporting process and ensuring coherence in future reporting cycles. This knowledge base has been established with the support of the help desk facility built into PRAIS, and the input provided by the reference centres and the regional coordination units supported by the UNCCD secretariat and the Global Mechanism. A glossary on the performance indicators for the review of the implementation of The Strategy and best practices was prepared in accordance with the recommendations of the CRIC at its seventh session<sup>14</sup>. The glossary is posted on the UNCCD website<sup>15</sup> and the secretariat keeps it up-to-date. At the end of the first phase of PRAIS, there will be a review of the reporting experience, the results of which will be used to and some lessons will be extracted on the process for improving the reporting process.

36. The portal could be further developed to integrate information on the impact indicators, which should be taken into consideration at the next reporting cycle by all the stakeholders. The portal could also be developed to host best practices and success stories on the implementation of the Convention, as well as traditional knowledge.

## 2. Synergies and outreach

37. The second component of the knowledge-management system would put the accent on the issues of outreach and synergy which are embedded in the spirit and principles of the Convention as well as many decisions of the UNCCD governing bodies.

38. The main targets of this component are related to those institutions at the global level that have information and knowledge on desertification, land degradation and drought, particularly those that have already developed knowledge-management or knowledge-sharing systems. The secretariat is already involved in mapping those institutions in order to initiate the establishment of partnerships for sharing that knowledge. The idea is to build upon the experience of other institutions to make available knowledge generated outside of the UNCCD usual stakeholders.

39. The component also includes publications and multimedia material on DLDD, official documents prepared for the COP and its subsidiary bodies, material in the UNCCD library, material prepared by civil society organizations, and articles published by the media about the UNCCD and related events. Access to the knowledge will be through an integrated search engine, which will allow an easy retrieval of the content.

40. Special importance has been given to the areas of synergy with other multilateral environmental agreements (MEA), particularly the Rio Conventions, that are working on issues relating to the UNCCD. In order to avoid duplication in the work undertaken by these institutions, and for the institutions to benefit from each other's success stories, there are some elements that could be put in common for the advantage of country Parties and other stakeholders. In this regard, the secretariat is a member of the steering committee of the MEA Information Knowledge Management group (MEA/IKM) that has been discussing the development of a joint strategy for managing and sharing knowledge among the MEAs, particularly information that is common to all the processes (list of national focal points, calendar of events, decisions of the COP and subsidiary bodies, the roster of experts, etc.). Further information on this initiative is provided in paragraph 50.

<sup>14</sup> Documents ICCD/CRIC(7)/5, paragraph 111 and ICCD/CRIC(8)/5/Add.3.

<sup>15</sup> Decision 13/COP.9, paragraph 9, <[www.unccd.int/prais/docs/cric13%20-%20E.pdf](http://www.unccd.int/prais/docs/cric13%20-%20E.pdf)>.

### 3. Knowledge interoperable bases including the scientific-knowledge-brokering system to support the CST

41. The third component would aim at the interoperability of the available knowledge bases with special attention to the functions of scientific and technical knowledge-brokering functions.

42. In order to have a comprehensive UNCCD knowledge-management system it should be interoperable in order to ease the sharing of knowledge generated by other institutions. The system could be developed in such a way as to ensure interoperability with other systems such as the Finance Information Engine on Land Degradation (FIELD) managed by the Global Mechanism<sup>16</sup>, the best practices stored by the World Overview of Conservation Approaches and Technologies (WOCAT)<sup>17</sup> in its knowledge base on SLM practices, and the Land Degradation Assessment in Drylands (LADA)<sup>18</sup>.

43. In this context it is also foreseen, under the UNCCD comprehensive communication strategy, that the functions of the UNCCD website would include a dedicated clearing house mechanism to provide a more coherent and coordinated approach to accessing information and data from internal and external data sources, based on a 'network of networks' approach. Building upon the successful experiences of the other Rio Conventions on this topic, the clearing house mechanism could be developed by the secretariat but this work would need to be complemented by similar efforts to develop clearing house mechanisms at national and regional levels, and to network all these mechanisms.

44. The need for a scientific knowledge-brokering system has been highlighted by The Strategy and by COP decisions. Its purpose is to promote the dissemination of relevant scientific and technical knowledge, including traditional knowledge available within the UNCCD and in other institutions. This knowledge would be a source of information for experts on DLDD, development planners, policymakers, the media and the public at large. The knowledge could be accessed through a unique online portal in order to facilitate the retrieval of the most appropriate, relevant and updated information. A glossary link would be created to the related scientific and technical terms used within the UNCCD process.

45. The first step in the preparation of the scientific knowledge-brokering system is to restructure the UNCCD 'Science' web page<sup>19</sup> in line with the work programme of the CST. In addition to this, software that maintains the roster of independent experts would need to be updated according to new technologies in order to facilitate the roster's use<sup>20</sup>. The secretariat is also exploring the possibility of developing a common web-based search tool that will enable the rosters of experts of the three Rio Conventions to be searched. This would be done in the framework of the MEA/IKM mentioned above. The scientific-knowledge-brokering system involves the establishment of partnerships with institutions that are repositories of scientific and technical knowledge at the national, regional and global levels; and the establishment of nodes at regional and global levels for the collection of best practices on desertification, land degradation and drought.

46. The full process would require the creation of partnerships with organizations holding sources of knowledge with the support of, and under the guidance of, the CST.

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<sup>16</sup> <[www.gmfield.info/english/Field/main.htm](http://www.gmfield.info/english/Field/main.htm)>.

<sup>17</sup> <[www.wocat.net/en/knowledge-base.html](http://www.wocat.net/en/knowledge-base.html)>.

<sup>18</sup> <[www.fao.org/nr/lada/](http://www.fao.org/nr/lada/)>.

<sup>19</sup> See <[www.unccd.int/science/menu.php](http://www.unccd.int/science/menu.php)>.

<sup>20</sup> Decision 21/COP.9, paragraph 4.

47. The UNCCD secretariat will build on existing activities and feedback, such as the white paper on knowledge management, institutions and economics prepared by working group 3 of the UNCCD 1st Scientific Conference,<sup>21</sup> and comments received from country Parties on the outcome of the UNCCD 1st Scientific Conference. There is a need to encourage the exchange of knowledge and expertise, including traditional knowledge, among the UNCCD, the scientific community and the local actors at both national and global levels.

48. The system would include the tools necessary for the communication and exchange of information among the different stakeholders. The UNCCD has organized several electronic forums in recent years (in 2005 on traditional knowledge for Latin American and the Caribbean countries and in 2007 the consultations among non-governmental organizations to prepare the open dialogue sessions prior to COP.8). Similar mechanisms could be made available to facilitate discussions, provided that the necessary human and financial resources are available. Other mechanisms such as blogs, newsletters and wikis would be integrated for this same purpose.

## V. Other specific knowledge-management initiatives

49. Since COP 9, the secretariat has participated actively in several initiatives that complement the development of an integrated UNCCD knowledge-management system. Some of those initiatives are briefly described below.

50. MEA/IKM: This initiative seeks to develop interoperable MEA information systems in support of knowledge-management activities among MEAs for the benefit of Parties and the environmental community at large. At the first meeting of the MEA/IKM steering committee, the institutions reached agreement on data exchange formats and protocols, joint MEA terminology, and the design and functionality of a common portal, called InforMEA, to share related and common information (official decisions, lists of focal points, experts and news). The committee has also been looking into possible solutions to the issue of building sustained technical capacity at MEA secretariats that currently lack the technical infrastructure and know-how. It has also explored possibilities for potential future projects, such as online reporting systems, an MEA-wide virtual university and an IKM toolkit.

51. TEMATEA: This is a project on issue-based modules developed to support a better and more coherent national implementation of biodiversity-related agreements by identifying and grouping the decisions undertaken by the governing bodies of those agreements. The information on the UNCCD has not yet been updated to include the documents of the COP and its subsidiary bodies. The secretariat participated in the TEMATEA steering committee meeting to assess the implementation of the project, and agreed that UNCCD documents would be tagged and integrated in order to ensure that they could be searched through the portal.

52. The TerrAfrica partnership has put into place the so-called Sustainable Land Management Knowledge Base<sup>22</sup> that provides both knowledge resources (an internet-based tool to facilitate the access, exchange and storage of knowledge on SLM in Africa) and interactive tools (discussion forum, directory of user, help desk, etc). The secretariat has

<sup>21</sup> The conference was held in Buenos Aires from 22 to 24 September 2009, during COP 9, on the theme "Bio-physical and socio-economic monitoring and assessment of desertification and land degradation, to support decision-making in land and water management".

<sup>22</sup> <knowledgebase.terrafrica.org>.

actively participated on the steering committee and on the development of some of the components.

## **VI. Conclusions**

**53. The secretariat has initiated its work for the operationalization of the UNCCD knowledge-management system in order to support Parties and other stakeholders. However, before the system can be delivered there is a need to prepare a knowledge-management strategy and present it to the CST at its tenth session. The CST at its second special session may wish to provide guidance on how to further proceed on this matter.**

**54. Parties recognize the importance of partnership-building in order to successfully implement the UNCCD. With regard to scientific matters, there is a need to gather knowledge about DLDD issues, and this can be done only with the full involvement of the scientific community and the specialized networks and institutions. The CST at its second special session may wish to encourage the participation of scientific stakeholders, including science and technology correspondents, in the development of the scientific knowledge-brokering system.**

**55. The UNCCD secretariat has dedicated much time and effort to the initial development phase of the knowledge-management system. However, to progress with the implementation of this system, funding will be required to purchase hardware, software and other services, and to form a dedicated team (including through temporary expert service) to develop and manage the system infrastructure and the operationalization of the system. The CST at its second special session may wish to recommend that adequate resources be provided to the secretariat for developing the knowledge-management system.**

**56. The CST at its second special session may also wish to provide further guidance to the secretariat on additional steps the CST may deem necessary in order to implement the UNCCD knowledge-management system.**

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