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**Item 11 (b) of the provisional agenda**  
**Administrative, financial and institutional matters**  
**Programme budget for the biennium 2006–2007**

## **Work programme for the secretariat for the biennium 2006–2007**

**Note by the Executive Secretary**

### *Summary*

This document summarizes the work programme and resource requirements of the secretariat for the biennium 2006–2007. It updates document FCCC/SBI/2005/8/Add.1 and also gives the mandates for the activities to be carried out. Resource requirements have been adjusted to be in line with the core programme budget recommended to the Conference of the Parties by the Subsidiary Body for Implementation at its twenty-second session (FCCC/SBI/2005/10, para. 83).

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## I. Introduction

### A. Mandate

1. The Subsidiary Body for Implementation (SBI), at its twenty-second session, requested the Executive Secretary to prepare for its twenty-third session a revision to the work programme for the biennium 2006–2007 (FCCC/SBI/2005/8/Add.1) that would contain the mandates for the activities reflected therein (FCCC/SBI/2005/10, para. 87).

### B. Scope of the note

2. This document summarizes the work programme of the secretariat for the biennium 2006–2007. It outlines the detailed programmatic and resource information that underlays the programme budget for the biennium 2006–2007 as recommended to the Conference of the Parties by the SBI at its twenty-second session (FCCC/SBI/2005/10, para. 83).

3. The document is organized according to the three clusters of work that will form the main building blocks of the **secretariat structure** from 2006 onwards. Resource requirements to be funded from the core budget are presented for each of the three clusters and Executive Direction and Management (EDM). For each cluster, the activities relating to management and coordination have been summarized in a separate section. They include the coordination and management tasks for the whole cluster and those that will be carried out within the programmes.

4. Activities are presented at the programme level. For some programmes, sub-headings are used to identify specific areas of work. These sub-headings do not necessarily reflect organizational units of the secretariat, but are inserted to improve the readability of the document.

5. In line with the decision to sharpen the **results-based approach** in the current budget (see FCCC/SBI/2005/6, paras. 72–76), this work programme distinguishes the following:

- (a) **Mandates:** the main decisions and conclusions that constitute the legal basis for the activities in a particular programme
- (b) **Objectives:** the overall desired achievement envisaged in the longer term (not only in the biennium)
- (c) **Expected results:** in general terms the desired outcome or accomplishment resulting from activities carried out and outputs produced in the biennium
- (d) **Activities:** the actions to be taken and work to be performed to transform the resources (staff, management, finance, equipment, knowledge, etc.) into outputs and ultimately results.

6. During the biennium 2006–2007, the secretariat will further develop and test the methodology for results-based budgeting. In particular, the appropriate indicators used to evaluate achievement of the results will be defined. These indicators are, therefore, not presented in this document.

7. This document does not present activities to be funded through the UNFCCC Trust Fund for Supplementary Activities or the Bonn Fund. Those activities and related resource requirements have been presented in document FCCC/SBI/2005/8/Add.2. It is, however, important to note that some of the mandated activities can be implemented only if supplementary resources are made available at sufficient and predictable levels.

### C. Possible action by the Subsidiary Body for Implementation

8. The SBI may wish to take note of the information presented.

## II. Cluster 1: Implementation

### A. Reporting, Data and Analysis programme

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 4, 8.2, 12</li> <li>• Protocol: Articles 2, 3, 5, 7, 8, 10, 17</li> <li>• Decisions: 2/CP.1, 6/CP.3, 11/CP.4, 11/CP.7, 14/CP.7, 18/CP.7, 19/CP.7, 21/CP.7, 22/CP.7, 23/CP.7, 4/CP.8, 18/CP.8, 19/CP.8, 24/CP.8, 25/CP.8, 12/CP.9, 13/CP.9, 20/CP.9, 21/CP.9, 13/CP.10, 15/CP.10, 17/CP.10, 18/CP.10</li> <li>• Conclusions: FCCC/SBI/2004/19, paragraphs 15–17</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To support the intergovernmental negotiations on matters relating to national communications, inventories, assigned amounts, registry systems and policy instruments</li> <li>• To provide Parties with accurate and comprehensive information and analysis of national activities, policy instruments and greenhouse gas (GHG) inventories and actual and projected trends</li> <li>• To ensure consistent and rigorous application of the guidelines for reporting and review of national communications, GHG inventories and assigned amount information</li> <li>• To facilitate emissions trading and the accurate, transparent and efficient accounting of assigned amounts by Parties to the Kyoto Protocol</li> <li>• To assist Parties in the implementation and operation of registry systems and the effective operation of the international transaction log</li> </ul>
<b>Expected results under the Convention</b>	<ul style="list-style-type: none"> <li>• Parties have a consistent and accurate picture of policy- and emission-related aspects of the implementation of the Convention and a solid basis for assessing progress. Parties use this information to advance the international response to climate change</li> <li>• The reviews contribute to improving the quality of national communications and inventory data</li> <li>• The information systems on GHG emission data and country profiles for Parties included in Annex I to the Convention (Annex I Parties) are properly maintained, are accessible through the UNFCCC web site, and respond to the information needs of Parties</li> </ul>
<b>Expected results under the Protocol</b>	<ul style="list-style-type: none"> <li>• Parties have reliable information on national activities and measures, emissions, removals and assigned amounts to enable progress in the implementation of the Protocol to be assessed</li> <li>• Emissions trading is facilitated at national, regional and international levels and is consistent with the registry systems and modalities for the accounting of assigned amounts under the Protocol</li> <li>• The validation of transactions by the international transaction log is in conformity with the rules adopted by the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (COP/MOP)</li> <li>• Emission and assigned amount data are accurately recorded and forwarded to the Compliance Committee</li> </ul>

<p><b>Major activities</b> under the Convention</p>	<p><b><i>National communications</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to national communications by Annex I Parties and Parties not included in Annex I to the Convention (non-Annex I Parties)</li> <li>• Assisting Parties in the preparation and submission of their national communications</li> <li>• Preparing compilation and synthesis reports on national communications</li> <li>• Coordinating the in-depth reviews of national communications from a number of Annex I Parties, including preparation and publication of reports</li> <li>• Compiling information provided by non-Annex I Parties on proposed projects relating to climate change</li> <li>• Publishing country-specific information on the UNFCCC web site</li> </ul> <p><b><i>Inventories</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to national inventories</li> <li>• Assisting Annex I Parties in the preparation and submission of annual GHG inventories</li> <li>• Developing and maintaining the GHG inventory information system and tools for processing and integrating inventory data, including quality control procedures</li> <li>• Coordinating reviews of inventory information provided by Annex I Parties;</li> <li>• Preparing and publishing information on Annex I Parties' GHG emissions, including analysis and trends</li> <li>• Supporting methodological work on inventories relevant to the Convention</li> </ul> <p><b><i>Supporting the assessment of implementation</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to policy instruments, including emissions trading</li> <li>• Analysing information relating to the development of policy instruments, including market-based instruments</li> <li>• Preparing documents supporting Parties' assessment of the implementation of the Convention</li> </ul>
<p><b>Major activities</b> under the Protocol</p>	<p><b><i>National communications</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to national communications from Annex I and non-Annex I Parties under the Protocol</li> <li>• Assisting Parties to the Protocol in the preparation and submission of their national communications, including on reporting requirements specific to the Protocol</li> <li>• Coordinating in-depth reviews of information provided by a number of Annex I Parties under the Protocol, including on elements specific to the Protocol</li> <li>• Organizing the evaluation of the reports by Annex I Parties demonstrating progress in achieving commitments under the Protocol, and preparing a synthesis of these reports</li> </ul>

	<p><b><i>Inventories and assigned amounts</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to national inventories and assigned amounts under the Protocol</li> <li>• Preparing and publishing information on inventories and assigned amounts under the Protocol</li> <li>• Developing and maintaining the information system, including the compilation and accounting database, for processing inventory and assigned amount information under the Protocol</li> <li>• Coordinating reviews of inventory and assigned amount information under the Protocol, including support to the preparation of reports and meeting of lead reviewers</li> <li>• Providing relevant information and data to the Compliance Committee</li> </ul> <p><b><i>Registry systems and the international transaction log</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to registry systems, the international transaction log, and cooperation among registry system administrators</li> <li>• Operating and maintaining the international transaction log, as administrator of this system</li> <li>• Supporting cooperation among registry system administrators</li> </ul> <p><b><i>Supporting the assessment of implementation</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to policy instruments under the Protocol, including emissions trading</li> <li>• Analysing information relating to the development of policy instruments, including market-based instruments</li> <li>• Monitoring and supporting the development and implementation of emissions trading</li> </ul>
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**B. Support to Implementation programme**

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 4.7, 4.9, 6, 8.2, 12.4, 12.5, 12.7</li> <li>• Protocol: Articles 10, 11, 14.2</li> <li>• Decisions: 10/CP.2, 2/CP.7, 3/CP.7, 4/CP.7, 5/CP.7, 7/CP.7, 10/CP.7, 28/CP.7, 29/CP.7, 2/CP.8, 3/CP.8, 5/CP.8, 11/CP.8, 17/CP.8, 5/CP.9, 1/CP.10</li> <li>• Conclusions: FCCC/SBI/2003/8, paragraph 57 (f) and (g), FCCC/SBI/2003/19, paragraphs 19–21, FCCC/SBI/2003/10, paragraph 30</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To assist non-Annex I Parties in implementing the Convention and the Protocol</li> <li>• To contribute to meeting the specific needs and special situations of the least developed countries (LDCs)</li> <li>• To enhance the capacity of Parties to implement the Convention and the Protocol by furthering education, training and awareness-raising activities</li> </ul>

<p><b>Expected results</b> under the Convention</p>	<ul style="list-style-type: none"> <li>• The Global Environment Facility (GEF), as an operating entity of the financial mechanism, provides financial support in a timely manner and in accordance with guidance from the Conference of the Parties (COP) in support of the efforts of non-Annex I Parties to implement their commitments under the Convention</li> <li>• Non-Annex I Parties receive effective support in the preparation of national communications including on GHG inventories, vulnerability assessment, adaptation, and mitigation</li> <li>• LDCs receive sound guidance and advice from the Least Developed Countries Expert Group (LEG) on the preparation and implementation strategy of national adaptation programmes of action (NAPAs). NAPAs are prepared effectively, and implementation moves forward for the urgent and immediate adaptation activities identified therein</li> <li>• Parties are well informed about capacity-building support available to them from different organizations, and have received relevant tools and training to access such support. Resources provided by multilateral and bilateral entities for capacity-building for climate change and their effectiveness are increasing</li> <li>• The Article 6 information clearing house is operational, providing Parties and partner organizations with information on needs relating to education, training, public awareness and participation, and ways to meet them</li> </ul>
<p><b>Expected results</b> under the Protocol</p>	<ul style="list-style-type: none"> <li>• Non-Annex I Parties provide reliable information on national activities to implement the Protocol</li> <li>• The Adaptation Fund provides resources for adaptation projects in non-Annex I Parties in a timely manner and in accordance with COP/MOP guidance</li> </ul>
<p><b>Major activities</b> under the Convention</p>	<p><b><i>Financial and technical support</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to the operations of, and guidance to, the financial mechanism, including the Special Climate Change Fund and the Least Developed Countries Fund</li> <li>• Preparing reports on the effectiveness of the financial mechanism and making available reports prepared by the GEF on its activities to implement the guidance provided by the COP</li> <li>• Participating in GEF meetings including those relating to the GEF work programmes on climate change before GEF Council approval</li> <li>• Cooperating with the GEF secretariat and the GEF implementing agencies in addressing difficulties encountered by Parties in accessing financial and technical support for the implementation of the Convention</li> <li>• Liaising with regional development banks and other multilateral financial institutions, support organizations and programmes in their support for the implementation of climate change projects and programmes</li> </ul> <p><b><i>Support on national communications and CGE</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to the work of the Consultative Group of Experts on National Communications from Parties not included in Annex I to the Convention (CGE)</li> <li>• Supporting the work of the CGE</li> <li>• Organizing the CGE hands-on training workshops for national experts</li> </ul>

	<ul style="list-style-type: none"> <li>• Conducting events of the climate change forum (CC:Forum), compiling lists of experts and focal points, and publishing information on the UNFCCC web site</li> <li>• Facilitating cooperation of the CGE with other expert groups under the Convention</li> </ul> <p><b><i>Capacity-building</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to capacity-building</li> <li>• Engaging key intergovernmental organizations (IGOs) on mainstreaming climate change needs in their work, and to support the UNFCCC process</li> <li>• Cooperating with secretariats of the Convention on Biological Diversity (CBD) and United Nations Convention to Combat Desertification (UNCCD) to facilitate a synergistic approach to capacity-building, education and training support at the national level</li> <li>• Collecting information on capacity-building and publishing it on the UNFCCC web site</li> </ul> <p><b><i>LEG and support to LDCs</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating the LDCs</li> <li>• Supporting the work of the LEG</li> <li>• Disseminating the LEG outputs, including to the teams working on NAPAs</li> <li>• Monitoring the needs and progress of LDCs and small island developing States (SIDS)</li> <li>• Liaising with relevant external entities dealing with LDCs and SIDS, and supporting the substantive organization of their meetings with respect to climate change</li> <li>• Promoting synergies at the regional level and among multilateral environmental agreements relating to the preparation and implementation of NAPAs</li> <li>• Facilitating cooperation between the LEG and other expert groups under the Convention</li> </ul> <p><b><i>Article 6 of the Convention</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to Article 6 of the Convention</li> <li>• Engaging key IGOs and non-governmental organizations (NGOs) in supporting the implementation of the New Delhi work programme</li> <li>• Initiating the development of the prototype Article 6 information clearing house into a full-scale clearing house</li> </ul>
<p><b>Major activities under the Protocol</b></p>	<p><b><i>Financial and technical support</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to the operations of the Adaptation Fund</li> <li>• Making available reports prepared by the GEF on its activities to implement the guidance provided by the COP/MOP as they relate to the provision of financial support with resources from the Adaptation Fund</li> <li>• Preparing annual reports of financial contributions to the Adaptation Fund</li> <li>• Cooperating with the GEF secretariat on issues relating to the management of resources from the Adaptation Fund</li> </ul>



	<p><b><i>Capacity-building and education and public awareness</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations under the Protocol on matters relating to capacity-building, education and public awareness</li> </ul>
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**C. Management and coordination of cluster 1 and its programmes, and coordination of secretariat support to the Subsidiary Body for Implementation**

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 8.2, 10</li> <li>• Protocol: Articles 14.2, 15</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To coordinate and manage the secretariat's support for the Subsidiary Body for Implementation (SBI) to enable progress to be made in the intergovernmental process</li> <li>• To manage the resources of cluster 1 effectively and efficiently, and to contribute to effective and efficient management of the secretariat</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The SBI functions effectively and efficiently so that the Parties to the Convention and the Protocol are able to cooperate, and assists the COP and the COP/MOP in the assessment and review of the effective implementation of the Convention and the Protocol</li> <li>• The work of cluster 1 and its programmes is well structured and coordinated with other programmes to serve the needs of the Parties. Human and financial resources are secured and managed in such a way that the work programme is implemented in the most cost-effective manner and quality results are achieved</li> </ul>
<b>Major activities</b>	<ul style="list-style-type: none"> <li>• <b><i>Management and coordination</i></b></li> <li>• Providing overall strategic guidance to programmes based on analysis of the outcome of intergovernmental processes</li> <li>• Performing cross-cutting managerial and substantive tasks as part of the senior management of the secretariat</li> <li>• Managing work programmes, staff and financial resources, including fund-raising</li> </ul> <p><b><i>SBI coordination</i></b></p> <ul style="list-style-type: none"> <li>• Coordinating within the secretariat the substantive preparation of sessions and support provided to the sessions of the SBI</li> <li>• Coordinating the preparation of documents for the sessions, taking the lead on the provisional agendas, and ensuring control of quality and timeliness</li> <li>• Advising and supporting the SBI Chair(s) and the Bureau during and between sessions</li> </ul>

**D. Resource requirements for cluster 1**

<b>Posts required</b>	1 D-2, 2 D-1, 3 P-5, 9 P-4, 9 P-3, 6 P-2, 13 GS (One additional P-3 post has been frozen)
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<b>Other costs</b>	USD 144,426	Temporary assistance and overtime
	USD 1,330,000	Consultancies (including USD 940,000 for the international transaction log (ITL), USD 22,500 for an ITL software update, and USD 220,000 for the inventory information system)
	USD 1,196,500	Experts (including USD 728,000 for inventory reviews, USD 143,000 for in-depth reviews of national communications, USD 325,500 for 3 meetings each of the CGE and the LEG)
	USD 564,808	Travel of staff (including USD 140,000 for review missions)
	USD 15,000	Operating expenses for meetings

### III. Cluster 2: Adaptation, technology, science, project-based mechanisms and compliance

#### A. Adaptation, Technology and Science programme

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 4.1, 4.5, 4.8, 4.10, 8.2</li> <li>• Protocol: Articles 3.3, 3.4, 10, 14.2</li> <li>• Decisions: 2/CP.3, 4/CP.7, 9/CP.7, 11/CP.7, 10/CP.8, 12/CP.8, 13/CP.8, 10/CP.9, 11/CP.9, 1/CP.10, 5/CP.10, 6/CP.10</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To support Parties in developing adaptation strategies and actions to meet the specific needs and concerns of developing country Parties relating to adaptation to the adverse effects of climate change and to impacts of the implementation of response measures</li> <li>• To provide effective support to activities under the Convention and the Protocol to enhance the development and transfer of technologies</li> <li>• To improve the methodological and scientific bases for international climate policy and for action by Parties</li> </ul>
<b>Expected results under the Convention</b>	<ul style="list-style-type: none"> <li>• The implementation of the Buenos Aires programme of work on adaptation and response measures advances. Parties identify appropriate action to address adaptation needs and concerns. Progress is made in identifying tools and methodologies to address impacts of the implementation of response measures</li> <li>• The development and transfer of environmentally sound technology is stimulated and the technology transfer framework is implemented with active involvement of the public and the private sectors</li> <li>• Parties advance in their response to climate change with the help of methodological and analytical information, including on land use, land-use change and forestry (LULUCF), emission projections, mitigation of climate change and international aviation and maritime transport</li> </ul>
<b>Expected results under the Protocol</b>	<ul style="list-style-type: none"> <li>• Parties are well informed about adequate methods and tools to assess impacts, vulnerability and adaptation, in order to determine actions to minimize the adverse effects of climate change and impacts of the implementation of the response measures</li> </ul>

<p><b>Major activities under the Convention</b></p>	<p><b><i>Impacts, vulnerability, adaptation and response measures</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to impacts of climate change, vulnerability, adaptation, systematic observation and impacts of the implementation of response measures</li> <li>• Coordinating the implementation of the Buenos Aires programme of work on adaptation and response measures</li> <li>• Supporting the further development and implementation of the Subsidiary Body for Science and Technological Advice (SBSTA) work programme on impacts, vulnerability and adaptation to climate change</li> <li>• Contributing to methodological work on adaptation to climate change, assessment of impacts, reducing vulnerability to climate change, impacts of the implementation of response measures, and tools and methodologies to achieve resilience to those impacts</li> <li>• Working with Global Climate Observing System, the Global Earth Observation System of Systems, the World Meteorological Organization and other international processes to enhance systematic observation of current climate and regional modelling of future climate to underpin the adaptation response</li> <li>• Disseminating information relating to adaptation and the impact of response measures and publishing relevant information on the UNFCCC web site</li> <li>• Working with relevant organizations to promote progress relating to vulnerability, adaptation and the impacts of response measures</li> </ul> <p><b><i>Science, including links with Intergovernmental Panel on Climate Change</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to climate change science and research</li> <li>• Facilitating the flow of scientific information into the Convention process, in particular from the Intergovernmental Panel on Climate Change (IPCC)</li> <li>• Working with the IPCC and relevant organizations to stimulate research and systematic observation addressing the needs of the Convention</li> </ul> <p><b><i>Development and transfer of technologies</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to the development and transfer of technologies</li> <li>• Supporting the work of the Expert Group on Technology Transfer (EGTT)</li> <li>• Facilitating cooperation between the EGTT and other expert bodies under the Convention</li> <li>• Collaborating with IGOs and other Conventions to link their activities on development and transfer of technologies to work under the Convention</li> <li>• Working with the private sector on matters relating to financing and enabling environments for the development and transfer of technologies</li> <li>• Analysing information on technology options and their potential relating to mitigation and adaptation to climate change</li> <li>• Further developing the technology information clearing house (TT:CLEAR) and collaborating with Parties and IGOs in establishing links with it and in building up a technology transfer information network</li> </ul>
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	<ul style="list-style-type: none"> <li>• Compiling and synthesizing information on technology transfer activities of Parties and relevant IGOs and on the results of the technology needs assessments by non-Annex I Parties and publishing relevant information on the UNFCCC web site</li> </ul> <p><i>Methodologies and sectoral approaches</i></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to mitigation of climate change</li> <li>• Contributing to analytical and methodological work relating to mitigation of climate change, LULUCF (including treatment of harvested wood products), international aviation and maritime transport and projections of emissions, also in cooperation with other IGOs, and publishing relevant information on the UNFCCC web site</li> <li>• Synthesizing information on climate change mitigation options and sectoral approaches</li> <li>• Supporting the GHG inventory review process, in particular on LULUCF</li> </ul>
<p><b>Major activities under the Protocol</b></p>	<p><i>Impacts, vulnerability, adaptation and response measures</i></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations under the Protocol on matters relating to impacts of climate change, vulnerability, adaptation and systematic observation and impacts of the implementation of response measures</li> <li>• Providing methodological foundations for the assessment of impacts, vulnerability and adaptation to climate change, as well as impacts of the implementation of response measures, in accordance with the provisions of the Marrakesh Accords</li> </ul> <p><i>Methodologies and sectoral approaches</i></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations under the Protocol on matters relating to mitigation of climate change</li> <li>• Supporting the GHG inventory review process and the clean development mechanism (CDM) work as they relate to LULUCF</li> <li>• Undertaking methodological work on LULUCF (including the factoring-out of human-induced activities)</li> </ul>

**B. Project-based Mechanisms programme**

<p><b>Mandates</b></p>	<ul style="list-style-type: none"> <li>• Convention: Article 8.2</li> <li>• Protocol: Articles 3, 6, 12, 14.2</li> <li>• Decisions: 5/CP.1, 15/CP.7, 16/CP.7, 17/CP.7, 19/CP.7, 14/CP.8, 21/CP.8, 18/CP.9, 19/CP.9, 10/CP.10, 12/CP.10, 14/COP.10</li> </ul>
<p><b>Objectives</b></p>	<ul style="list-style-type: none"> <li>• To provide efficient and effective support to the bodies constituted to supervise the implementation of the project-based mechanisms under the Kyoto Protocol (the clean development mechanism (CDM) and joint implementation (JI)) and to activities implemented jointly under the pilot phase (AIJ) so that mandates are fulfilled to the satisfaction of the intergovernmental body under whose authority they function</li> <li>• To effectively support the intergovernmental process relating to project-based mechanisms</li> </ul>

<b>Expected results</b> under the Convention	<ul style="list-style-type: none"> <li>• Work relating to AIJ progresses in accordance with COP decisions and conclusions</li> </ul>
<b>Expected results</b> under the Protocol	<ul style="list-style-type: none"> <li>• The CDM is implemented. The Executive Board, supported by its panels, committees and working groups, performs its functions in an efficient, cost-effective and transparent manner resulting in the registration of projects and issuance of certified emission reductions</li> <li>• The Joint Implementation Supervisory Committee (JISC) is established and its functions relating to Article 6 of the Kyoto Protocol are carried out efficiently</li> <li>• Dialogue on project-based mechanisms and related issues with Parties and stakeholders builds capacity and enhances the implementation of these mechanisms</li> </ul>
<b>Major activities</b> under the Convention	<ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to project-based mechanisms</li> <li>• Assisting Parties in implementing decisions on AIJ</li> <li>• Facilitating dialogue on capacity-building activities and providing information on AIJ to Parties and stakeholders</li> </ul>
<b>Major activities</b> under the Protocol	<ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to the CDM and JI</li> <li>• Providing information on an ongoing basis to Parties and stakeholders regarding the implementation of the CDM and JI</li> <li>• Facilitating dialogue on capacity-building activities relating to the CDM and JI</li> </ul> <p><i>Clean development mechanism</i></p> <ul style="list-style-type: none"> <li>• Supporting the CDM Executive Board in its functions to supervise and operationalize the CDM</li> <li>• Coordinating the flow of information between the Executive Board and its panels, working groups and ad hoc committees, as well as with Parties, designated operational entities, accredited entities, project participants, experts, relevant organizations and the public</li> <li>• Maintaining and enhancing the UNFCCC CDM information system to support functions and processes under the CDM Executive Board</li> <li>• Operating and maintaining the CDM registry, including updating its technical design, and ensuring efficient hosting arrangements as well as required communications with the International Transaction Log (ITL)</li> <li>• Supporting the work of the CDM Accreditation Panel, the CDM Methodologies Panel, the Working Group on Afforestation and Reforestation and the Working Group on Small-scale Projects as well as ad hoc committees set up by the Board</li> <li>• Supporting all operational functions and any other work of the panels, working groups and ad hoc committees relating to the consideration of methodologies for baselines and monitoring, including their consolidation, the registration of CDM project activities, the issuance of certified emission reductions and the accreditation (and subsequent designation) of operational entities</li> </ul>

	<ul style="list-style-type: none"> <li>• Developing annual work and management plans for the Executive Board, the panels and working groups, including options for optimizing procedures and work flows</li> </ul> <p><b>Joint Implementation</b></p> <ul style="list-style-type: none"> <li>• Supporting the JISC in its functions to supervise and operationalize activities under Article 6 of the Protocol</li> <li>• Coordinating the flow of information between the JISC and any technical body that it may establish, as well as with Parties, independent entities, project participants, experts, relevant organizations and the public</li> <li>• Developing and maintaining the UNFCCC JI information system to support functions and processes under JI and the JISC</li> <li>• Providing substantive and procedural support to the JISC and technical bodies it may establish relating to methodologies, accreditation, registration and determination of reported reductions</li> <li>• Developing annual work and management plans for the JISC</li> </ul>
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### C. Compliance programme

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Article 8.2</li> <li>• Protocol: Articles 14.2, 18</li> <li>• Decisions: 24/CP.7</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To provide effective and efficient support to the Compliance Committee so that it can fulfil its mandate</li> <li>• To effectively support intergovernmental negotiations regarding compliance</li> </ul>
<b>Expected results under the Protocol</b>	<ul style="list-style-type: none"> <li>• Procedures and mechanisms relating to compliance are developed and implemented, so that the Compliance Committee can perform its functions effectively</li> <li>• A cost-effective and efficient registrar function is established, and reliable and timely information is provided to Parties</li> </ul>
<b>Major activities under the Protocol</b>	<ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to compliance and the compliance mechanism</li> <li>• Supporting the work of the Compliance Committee, including its facilitative branch and its enforcement branch, as well as its Bureau</li> <li>• Developing a compliance records management system</li> <li>• Developing and maintaining the information system for the compliance system</li> <li>• Encouraging dialogue between Parties on related issues with a view to enhancing understanding of the compliance mechanism</li> <li>• Publishing documentation and information on the UNFCCC web site</li> </ul>

### D. Management and coordination of cluster 2 and its programmes, and coordination of secretariat support to the Subsidiary Body for Scientific and Technological Advice

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 8.2, 9</li> <li>• Protocol: Articles 14.2, 15</li> <li>• Decisions: 13/CP.8</li> </ul>
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<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To coordinate and manage the secretariat's support for the SBSTA to enable progress to be made in the intergovernmental process</li> <li>• To manage the resources of cluster 2 effectively and efficiently, and to contribute to effective and efficient management of the secretariat</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The SBSTA functions effectively and efficiently so that the Parties to the Convention and the Protocol are able to cooperate, and provides the COP and the COP/MOP with timely information and advice on scientific and technological matters relating to the Convention and the Protocol</li> <li>• The work of cluster 2 and its programmes is well structured and coordinated with other programmes to serve the needs of the Parties. Human and financial resources are secured and managed in such a way that the work programme is implemented in the most cost-effective manner and quality results are achieved</li> </ul>
<b>Major activities</b>	<p><b><i>Management and coordination</i></b></p> <ul style="list-style-type: none"> <li>• Providing overall strategic guidance to programmes based on analysis of the outcome of intergovernmental processes</li> <li>• Performing cross-cutting managerial and substantive tasks as part of the senior management of the secretariat</li> <li>• Managing work programmes, staff and financial resources, including fund-raising, also to address the special requirements of the project-based mechanisms</li> </ul> <p><b><i>SBSTA coordination</i></b></p> <ul style="list-style-type: none"> <li>• Coordinating within the secretariat the substantive preparation of sessions and support provided to the sessions of the SBSTA</li> <li>• Coordinating the preparation of documents for the sessions, taking the lead on developing the provisional agendas, and ensuring control of quality and timeliness</li> <li>• Advising and supporting SBSTA Chair(s) and the Bureau during and between sessions</li> <li>• Leading the secretariat work on cooperation with CBD and UNCCD and coordinating support to the Joint Liaison Group</li> </ul>

### E. Resource requirements for cluster 2

Posts required	1 D-2, 3 D-1, 2 P-5, 9 P-4, 10 P-3, 1 P-2, 11 GS (One additional P-5 post has been frozen)	
Other costs	USD 128,212 USD 730,500 USD 1,692,400	Temporary assistance and overtime Consultancies (including USD 420,000 for specialized external expertise relating to project registration requests and methodologies, technical services for administering the CDM registry, and supporting the CDM and JI web interfaces, and USD 172,500 for work on adaptation, LULUCF and methodologies) Experts (including funded participation at 6 meetings of the CDM Executive Board, 6 meetings of the Methodologies Panel, 5 meetings of the Accreditation Panel, 2 meetings each of the Working Group on Afforestation and Reforestation and the Working Group on Small-scale Projects, 4 meetings

		of the JISC, 4 meetings of each branch of the Compliance Committee, and 3 meetings of the EGTT)
USD	672,216	Travel of staff (including USD 209,000 for CDM- and JI-related travel)
USD	240,000	Operating expenses for meetings
USD	700,000	Contribution to the IPCC

## IV. Cluster 3: Services

### A. Intergovernmental and Conference Affairs

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Article 8.2(f)</li> <li>• Protocol: Articles 13, 14.2</li> <li>• Decisions: 6/CP.6, 36/CP.7, 17/CP.9</li> <li>• Conclusions: FCCC/SBI/2004/10, paragraphs 104 and 108, FCCC/SBI/2005/10, paragraphs 66, 71, and 72</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To facilitate the participation of Parties and observers in the intergovernmental process by providing services, facilities and documents in accordance with United Nations practice and standards</li> <li>• To provide advice to Parties, the President(s) and Bureau of the COP and COP/MOP, and the secretariat in order to promote the legally, procedurally and institutionally sound interpretation and implementation of the Convention and the Protocol, conduct of the associated intergovernmental processes, and operations of the secretariat</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The climate change intergovernmental process advances as a result of the attendance, active participation and collaboration by Parties, and benefits from inputs from observer organizations</li> <li>• Quality, clarity and readability of documents, and their timely availability, facilitate the work of delegates and assist the intergovernmental process</li> <li>• Meetings proceed smoothly and productively because suitable surroundings and comprehensive, state-of-the-art logistical and technical support are provided</li> <li>• The Convention and the Protocol are interpreted and implemented, and the associated intergovernmental process is conducted, in accordance with legal, procedural and institutional requirements</li> <li>• The operations of the secretariat are conducted in accordance with applicable legal requirements</li> </ul>
<b>Major activities</b>	<p><i>Conference affairs</i></p> <ul style="list-style-type: none"> <li>• Organizing, coordinating and providing space, equipment and support services required for sessions; and, when held in Bonn, also for meetings of constituted bodies and workshops</li> <li>• Channelling information on intergovernmental process issues between Parties, observers and the secretariat</li> <li>• Maintaining a network of contacts, supported by an information system</li> <li>• Facilitating participation from developing countries by funding and arranging for travel (including visas) of eligible participants and by serving as general point of liaison and support for the Group of 77</li> <li>• Registering eligible participants in sessions, arranging for security of participants and facilities, and ensuring that protocol requirements are met</li> </ul>



	<ul style="list-style-type: none"> <li>• Facilitating and administering attendance at sessions and workshops by observer organizations</li> <li>• Coordinating side events, exhibits and opportunities for participation in discussions and maintaining an archive of side event materials</li> <li>• Supporting the intergovernmental negotiations on matters relating to observer organizations and the COP venue and dates</li> <li>• Liaising with participants and programmes, host governments and contractors on provision of facilities and services</li> <li>• Managing the editing, production and distribution/publishing of up to 5,000 pages per year of official documents in accordance with United Nations standards</li> </ul> <p><b><i>Legal and intergovernmental affairs</i></b></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations on matters relating to procedural and institutional issues</li> <li>• Providing legal advice and opinions to Parties, observers, members of formal bodies, secretariat staff and other stakeholders regarding the Convention and Protocol, the rules of procedure, the functioning of the constituted bodies, the interpretation of decisions and conclusions, draft documents, conclusions and decisions, the Convention's financial mechanism, and the management and operation of the secretariat</li> <li>• Supporting meetings of the Bureau of the COP and COP/MOP and high-level consultations and informal consultations on the election or appointment of officers or members of the Bureau and constituted bodies</li> <li>• Reviewing/drafting instruments, agreements and contracts creating legal obligations between the secretariat and governments, Parties, United Nations agencies, IGOs, NGOs, operational partners and vendors and governing the relations with the Host Government of the secretariat</li> <li>• Chairing, and assuring the effective functioning of, the UNFCCC and UNCCD Joint Local Committee on Contracts</li> <li>• Interfacing with the United Nations Secretariat's Office of Legal Affairs regarding Parties' requests for legal opinions and concerning privileges and immunities of participants and staff</li> </ul>
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### **B. Information Services**

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 6, 8.2</li> <li>• Protocol: Articles 10(e), 14.2</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To facilitate the sharing and management of information within the secretariat, and externally for Parties and observers</li> <li>• To maintain a secure and efficient computer network and service to support the work of the secretariat and to ensure the continuous availability of the UNFCCC web site to allow the Parties and observers to access documents, information and data</li> <li>• To inform the general public of the UNFCCC objective, achievements and activities</li> </ul>

<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The climate change intergovernmental process benefits from a globally accessible web site &lt;unfccc.int&gt; containing comprehensive and accurate information</li> <li>• Documentation, information and data are well organized to facilitate easy retrieval internally and externally</li> <li>• Dependable and secure information and communication technology infrastructure supports the intergovernmental process and the secretariat</li> <li>• The public is informed through the provision of targeted information on the UNFCCC web site and through webcasts, press activities and publications in electronic and, to a lesser extent, print formats</li> </ul>
<b>Major activities</b>	<p><b><i>Information and communication technology (ICT)</i></b></p> <ul style="list-style-type: none"> <li>• Developing and implementing an ICT strategy and policies in conformity with United Nations practice and other international standards and best practices</li> <li>• Maintaining an ICT infrastructure at the secretariat's seat and providing support and training to staff</li> <li>• Ensuring, subject to available supplementary resources, implementation of business continuity and disaster recovery measures</li> <li>• Extending the secretariat network infrastructure and services to conference venues, and ensuring secure links between conference venues, other external locations and the secretariat</li> </ul> <p><b><i>Knowledge management</i></b></p> <ul style="list-style-type: none"> <li>• Developing and implementing a knowledge management strategy and policies based on United Nations practice and other international standards and best practices</li> <li>• Coordinating secretariat information system activities</li> <li>• Planning and implementing operational support systems for administrative and other services</li> <li>• Collecting, cataloguing and archiving all official documents and related documentation for delivery on the UNFCCC web site and in other electronic media</li> <li>• Providing a query/response service for Parties and observers as well as secretariat staff, researchers and the general public</li> <li>• Organizing exhibits and training courses to inform Parties and observers of UNFCCC activities and availability of documentation</li> </ul> <p><b><i>Communications and media relations</i></b></p> <ul style="list-style-type: none"> <li>• Developing and implementing communications strategies and policies through the UNFCCC web site, electronic and printed material, and press and media activities</li> <li>• Enhancing the UNFCCC web site for the delivery of official documents, information and data, including webcasts</li> <li>• Providing media facilities and services at conferences</li> <li>• Accrediting journalists and members of the media to access conference venues</li> <li>• Responding to requests and questions from press and media and preparing and disseminating press releases, media advisories and statements</li> </ul>

### C. Administrative Services

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Article 8.2(f)</li> <li>• Protocol: Article 14.2</li> <li>• Decisions: 15/CP.1</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To ensure efficient administrative services in the secretariat, within the framework of United Nations rules and regulations as applied by the secretariat</li> <li>• To facilitate the effective raising and use of financial resources</li> <li>• To provide and manage a human resource framework to ensure that high-quality individuals are attracted to and recruited by the secretariat and to enable staff members to maximize their potential and fulfil their responsibilities</li> <li>• To ensure timely, effective and efficient procurement, travel services and maintenance of buildings and offices, including the move to the new United Nations Campus</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The secretariat-wide budget is managed in an effective manner, ensuring the best possible use of the available funds, Parties are notified of their indicative contributions in good time, and a realistic budget is developed for the following biennium</li> <li>• Administrative actions are carried out in accordance with the United Nations financial rules and regulations and the Headquarters Agreement is satisfactorily implemented</li> <li>• Recruitment attracts high-quality candidates and takes full account of gender and geographic balance</li> <li>• Staff members are appraised and have training possibilities to maximize their potential and fulfil their responsibilities to the greater benefit of the secretariat</li> <li>• The secretariat's move to the new United Nations Campus is accomplished smoothly and at no additional cost to the secretariat</li> <li>• The physical working environment supports staff in fulfilling the secretariat work programme, and procurement and travel services maximize the return on funds spent</li> </ul>
<b>Major activities</b>	<p><i>Financial resources management</i></p> <ul style="list-style-type: none"> <li>• Supporting the intergovernmental negotiations relating to administrative, financial and budgetary matters</li> <li>• Monitoring the implementation of the Headquarters Agreement and liaising with the Host Government with regard to the status of staff members and their dependants, and participants at meetings</li> <li>• Developing administrative policies for the secretariat and providing guidance on policy and procedural issues</li> <li>• Monitoring the implementation of the programme budget for the biennium 2006–2007 and managing preparation of the budget for the biennium 2008–2009</li> <li>• Monitoring core and supplementary contributions and liaising with Parties</li> <li>• Issuing sub-allotments and monitoring of expenditures according to the programme of work and needs of projects</li> <li>• Supporting the work of programmes to prepare and review projects for supplementary activities</li> </ul>

	<ul style="list-style-type: none"> <li>• Supporting budgetary matters, including the use of the Integrated Management Information System (IMIS)</li> <li>• Preparing, approving and recording financial transactions upon verifying consistency with United Nations rules and regulations</li> <li>• Maintaining accounts</li> <li>• Liaising with the auditors, United Nations Office at Geneva (UNOG) and United Nations Headquarters on finance and budgetary matters</li> </ul> <p><b><i>Human resources management</i></b></p> <ul style="list-style-type: none"> <li>• Managing all internal and external recruitment processes and activities to enhance gender balance and geographical representation</li> <li>• Preparing, monitoring and revising post descriptions and processing classifications</li> <li>• Managing and developing training programmes for staff</li> <li>• Providing advice and assistance to the Executive Secretary, coordinators and the Review Board on policies, procedures and regulations</li> <li>• Reviewing and developing human resource policies and advising staff members on policies and procedures</li> <li>• Assessing and processing of staff entitlements in IMIS</li> <li>• Guiding the secretariat's staff performance appraisal process</li> <li>• Maintaining staffing tables and provision of ad hoc statistics as required</li> </ul> <p><b><i>Procurement and general services</i></b></p> <ul style="list-style-type: none"> <li>• Prioritizing and reviewing procurement requests</li> <li>• Servicing the secretariat on procurement-related matters, including IMIS and preparation of procurement plans</li> <li>• Managing the move of the secretariat to the new United Nations Campus</li> <li>• Maintaining the building and working environment and managing space allocation and office moves</li> <li>• Planning long-term forecasts for supplies, equipment, services and utilities in support of secretariat requirements</li> <li>• Developing policies and guidelines on travel and liaising with the travel agent</li> <li>• Managing subsistence allowances and arranging for reimbursement of meeting participants and experts at meetings</li> <li>• Processing invoices from vendors relating to purchasing and travel</li> <li>• Determining visa requirements and liaising with foreign missions and UNOG to obtain travel documents for staff members. Providing support and guidance on travel-related security clearances</li> </ul>
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**D. Management and coordination of cluster 3 and its services, and coordination of secretariat support to the Conference of the Parties and Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol**

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Articles 7, 8.2</li> <li>• Protocol: Articles 13, 14.2</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To coordinate and manage the secretariat's support for the COP and the COP/MOP to enable progress to be made in the intergovernmental process</li> <li>• To provide high-quality service support to the Convention and Protocol process, and to the secretariat itself</li> </ul>

	<ul style="list-style-type: none"> <li>• To manage the resources of cluster 3 effectively and efficiently, and to contribute to effective and efficient management of the secretariat</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The COP and the COP/MOP function effectively and efficiently so that the Parties to the Convention and the Protocol are able to cooperate in fulfilment of their obligations and the international response to climate change advances</li> <li>• The work of cluster 3 and its services is well structured and coordinated with other programmes to serve the needs of the Parties. Human and financial resources are secured and managed in a way that the work programme is implemented in the most cost-effective manner and quality results are achieved</li> </ul>
<b>Major activities</b>	<p><b><i>Management and coordination</i></b></p> <ul style="list-style-type: none"> <li>• Providing overall strategic guidance to the secretariat services based on analysis of the outcome of intergovernmental processes</li> <li>• Performing cross-cutting managerial and substantive tasks as part of the senior management of the secretariat</li> <li>• Managing work programmes, staff and financial resources, including fund-raising</li> </ul> <p><b><i>COP and COP/MOP coordination</i></b></p> <ul style="list-style-type: none"> <li>• Coordinating within the secretariat the substantive preparation of sessions and support provided to the sessions of the COP and COP/MOP</li> <li>• Coordinating the preparation of documents for the session, taking the lead on developing the provisional agendas, and ensuring control of quality and timeliness</li> <li>• Advising and supporting the President(s) and Bureau of the COP and the COP/MOP during and between sessions</li> </ul>

### E. Resource requirements for cluster 3

<b>Posts required</b>	<p>1 D-2, 1 D-1, 3 P-5, 3/4 P-4, 9 P-3, 2 P-2, 15 GS (One additional P-3 post has been frozen, one P-4 post has been frozen in 2006 only)</p> <p><b>Posts funded from overhead charges</b> 1 D-1, 1 P-5, 4 P-4, 5 P-3 and 1 additional P-3 as of 2007, 3 P-2, 22 GS</p>
<b>Other costs</b>	<p>USD 540,830 Temporary assistance and overtime (including USD 418,070 for assistance to meetings)</p> <p>USD 665,000 Recruitment, repatriation and after-service costs</p> <p>USD 490,500 Consultancies (including USD 243,000 for specialized expertise required in preparation of and during sessions and USD 180,000 for support relating to information services)</p> <p>USD 247,084 Travel of staff</p> <p>USD 584,000 Supplies and material (including public information and library supplies)</p> <p>USD 1,369,000 Data processing equipment and software (comprising USD 565,000 for front-end (user level) and USD 540,000 for back-end (network infrastructure) soft- and hardware, USD 200,000 for a records/documents management system, and USD 64,000 for a security upgrade for the CDM information system)</p>

	USD 400,000 Training of staff
	USD 260,000 Contractual services
	USD 1,398,000 General operating expenses (including USD 740,000 for telecommunication, mail and pouch services and USD 364,000 for rental and maintenance of equipment)
	USD 2,220,000 Common premises costs (share of the secretariat in costs shared by the United Nations agencies in Bonn of security, facility management including utilities and building technology and telecommunication systems operation, maintenance and repairs, and other joint local United Nations administrative activities)
	<b>Other costs funded from overhead charges</b>
	USD 104,810 Temporary assistance and overtime
	USD 174,000 Recruitment and repatriation costs
	USD 74,000 Non-staff costs in Administrative Services (includes staff travel and training)
	USD 120,000 External audit
	USD 720,000 UNOG administrative and IMIS charges

## V. Executive Direction and Management

### A. Work programme

<b>Mandates</b>	<ul style="list-style-type: none"> <li>• Convention: Article 8.2</li> <li>• Protocol: Article 14.2</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To ensure the overall coherence of the work of the secretariat and its responsiveness with the needs of the Convention and Protocol bodies</li> <li>• To provide leadership and strategic direction for the secretariat in fulfilling its mandate in respect of the implementation of the Convention and the Protocol, and in contributing to sustainable development</li> <li>• To further the secretariat-wide objectives through high-quality policy analysis in close collaboration with programmes and through facilitating the flow of information</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• The leadership provided ensures that staff are motivated, that the secretariat's work is well planned and coordinated, and that internal management and communication processes function effectively</li> <li>• Effective coordination ensures that the programme budget is prepared on time and its execution is properly monitored and supplementary funds are managed and used effectively</li> <li>• Responsiveness to intergovernmental mandates is ensured. The COP and the COP/MOP, their subsidiary bodies and their Bureau receive timely, coherent and appropriate advice and substantive input</li> <li>• Emerging and key policy issues are analysed in an adequate and timely manner and brought to the attention of Parties</li> <li>• The views of the Convention and Protocol bodies and the secretariat, as appropriate, are communicated effectively to partner agencies, major international conferences and, to the extent possible, other events</li> </ul>

	<ul style="list-style-type: none"> <li>• Institutional outreach is provided to the coordinating bodies within the United Nations system and input, inter alia, to the General Assembly, the GEF, the Commission on Sustainable Development (CSD), UNEP and the World Trade Organization (WTO)</li> </ul>
<b>Major activities</b>	<ul style="list-style-type: none"> <li>• Providing overall strategic and coherent guidance to the secretariat</li> <li>• Overseeing the management of financial and human resources</li> <li>• Liaising with the presiding officers of Convention and Protocol bodies and with high-level representatives of Parties and observers</li> <li>• Representing UNFCCC and the secretariat at other intergovernmental meetings (including General Assembly, GEF, UNCCD, CBD, UNEP, CSD, WTO) and major international conferences</li> <li>• Managing overall secretariat representation and travel</li> <li>• Maintaining information flows, including through a registry and messenger system</li> </ul>

### B. Resource requirements for Executive Direction and Management

<b>Posts required</b>	1 ASG, 1 P-5, 1 P-2, 6.5 GS (1 D-2 and one additional GS have been frozen)
<b>Other costs</b>	USD 37,734 Temporary assistance and overtime USD 36,000 Consultancies USD 198,611 Travel of staff

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