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Administrative, financial and institutional matters

Programme budget for the biennium 2020–2021

Programme budget for the biennium 2020–2021

Proposal by the Executive Secretary

Addendum

Work programme of the secretariat for the biennium 2020–2021

Summary

The work programme of the secretariat for the biennium 2020–2021 outlines the core budget, supplementary and other resources required by the secretariat to implement its mandates and achieve the stated objectives and expected results. A fully integrated budget across all funding sources is presented by division and objective, and all outputs and accomplishments expected to be delivered are documented.

The work programme should be considered in conjunction with document FCCC/SBI/2019/4, which presents the proposed programme budget for the biennium 2020–2021, and document FCCC/SBI/2017/4/Add.2, which presents the proposed budget for the international transaction log.

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Abbreviations and acronyms

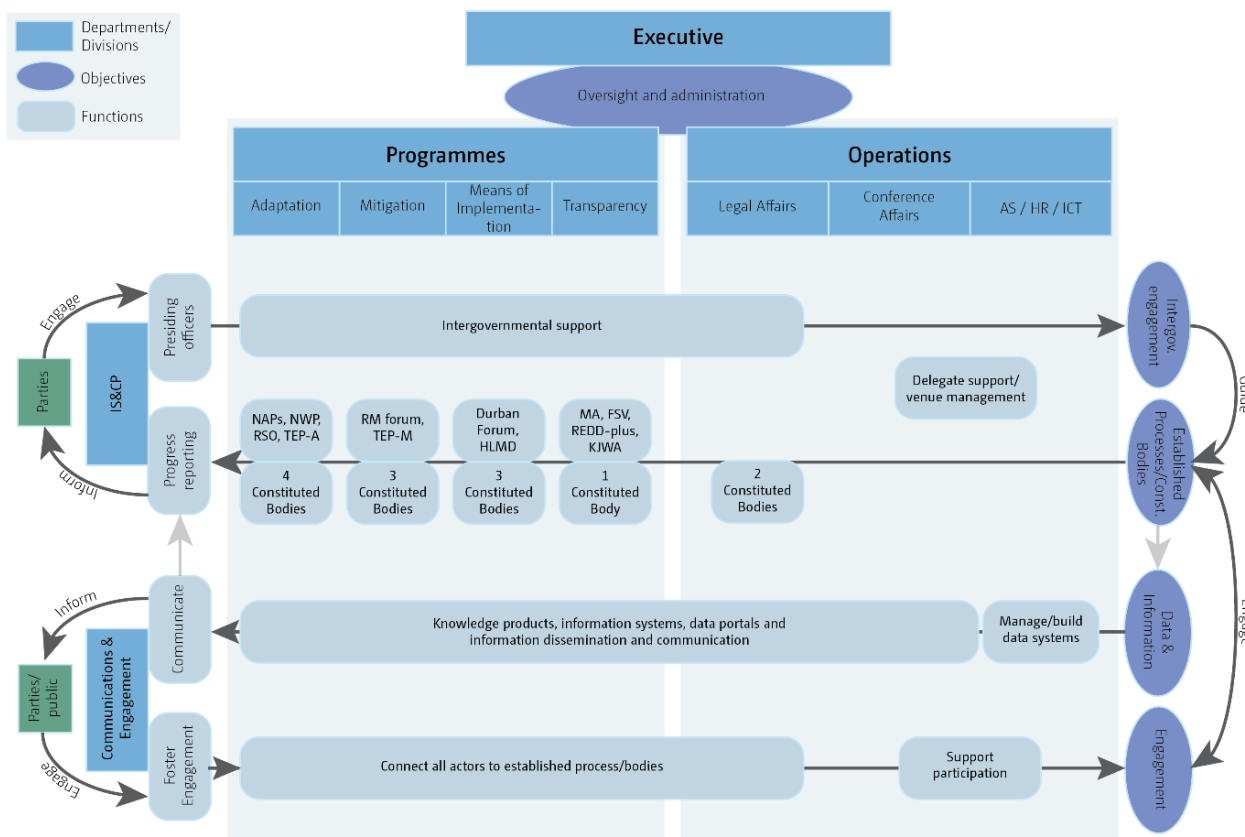
AC	Adaptation Committee
ACE	Action for Climate Empowerment
BA	biennial assessment and overview of climate finance flows
BR	biennial report
BUR	biennial update report
CDM	clean development mechanism
CDM EB	Executive Board of the clean development mechanism
CDM Trust Fund	Trust Fund for the Clean Development Mechanism
CGE	Consultative Group of Experts
CMA	Conference of the Parties serving as the meeting of the Parties to the Paris Agreement
CMP	Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol
COP	Conference of the Parties
CRF	common reporting format
CTC	Climate Technology Centre
CTCN	Climate Technology Centre and Network
ETF	enhanced transparency framework
FSV	facilitative sharing of views
GCA	global climate action
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	greenhouse gas
GST	global stocktake
IAR	international assessment and review
ICA	international consultation and analysis
ICT	information and communication technology
IPCC	Intergovernmental Panel on Climate Change
IT	information technology
JI	joint implementation
JISC	Joint Implementation Supervisory Committee
KCI	Katowice Committee of Experts on the Impacts of the Implementation of Response Measures
KJWA	Koronivia joint work on agriculture
KP	Kyoto Protocol
LAKI	Lima Adaptation Knowledge Initiative
LCIPP	Local Communities and Indigenous Peoples Platform
LCIPP FWG	Local Communities and Indigenous Peoples Platform Facilitative Working Group
LEG	Least Developed Countries Expert Group
LT-LEDS	long-term low-emission development strategy
LULUCF	land use, land-use change and forestry
MA	multilateral assessment
MPGs	modalities, procedures and guidelines
MRV	measurement, reporting and verification
NA	not applicable

NAMA	nationally appropriate mitigation action
NAP	national adaptation plan
NAZCA	Non-State Actor Zone for Climate Action
NC	national communication
NDC	nationally determined contribution
NWP	Nairobi work programme on impacts, vulnerability and adaptation to climate change
PAWP	Paris Agreement work programme
PCCB	Paris Committee on Capacity-building
REDD-plus	reducing emissions from deforestation; reducing emissions from forest degradation; conservation of forest carbon stocks; sustainable management of forests; and enhancement of forest carbon stocks (decision 1/CP.16, para. 70)
RM forum	forum on the impact of the implementation of response measures
RSO	research and systematic observation
SB	subsidiary body
SBI	Subsidiary Body for Implementation
SBSTA	Subsidiary Body for Scientific and Technological Advice
SCF	Standing Committee on Finance
TEC	Technology Executive Committee
TEM	technical expert meeting
TEP-A	technical examination process on adaptation
TEP-M	technical examination process on mitigation
TT:CLEAR	technology information clearing house
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UN SWAP	United Nations System-wide Action Plan
WIM	Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts
WIM ExCom	Executive Committee of the Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts
ZNG	zero nominal growth

I. Introduction

1. The work programme of the secretariat for the biennium 2020–2021 is presented here in an integrated manner, outlining the core budget, supplementary and other resources required to deliver the results expected by Parties. In line with best practice in the United Nations system, a results-based approach was adopted in planning the work of the secretariat.
2. This document presents the outputs and accomplishments expected for the biennium by articulating clear secretariat-wide and aligned division objectives and corresponding expected results and performance indicators.
3. Figure 1 provides an overview of the secretariat divisions as of 1 January 2020 and of how they are connected, how they interact and how they will contribute to the implementation of its work programme, in particular the five overarching objectives. Specifically, intergovernmental engagement will be focused on providing ongoing operational oversight to the established processes and bodies, which in turn will be focused on delivering in full as guided. The secretariat, in support of Parties, presiding officers and the elected chairs/co-chairs of the bodies, provides a critical link in ensuring the effective coordination of this effort. The data, information and knowledge generated through the established processes and bodies will be used to inform future action and to foster deeper and broader engagement with relevant actors, whose expertise and experience can be used to enhance all the established processes and bodies. Achieving this requires focused capacity for knowledge management, knowledge dissemination and stakeholder engagement, but more importantly it requires this capacity to work with and through the processes and bodies established by Parties rather than in parallel with them.

Figure 1
Key linkages and workflows of the secretariat structure



Additional abbreviations: AS/HR/ICT = Administrative Services, Human Resources, and Information and Communication Technology, HLMD = high-level ministerial dialogues, IS&CP = Intergovernmental Support and Collective Progress.

4. The combined outputs of the divisions in support of the established intergovernmental processes and the work of the constituted bodies will afford governments and other

stakeholders, including the United Nations system, bilateral and multilateral development organizations, financial institutions, civil society and the private sector, a comprehensive overview of relevant global trends and national priorities. This will enable cooperation and support to be used more effectively in the development of policies, programmes and projects aimed at enhancing mitigation action and increasing resilience.

5. The expected results referred to in this document stem directly from the work mandated for the biennium. The performance indicators are a measure of the achievement of the expected results of the activities undertaken by the secretariat. The identified indicators, as well as any related baseline¹ and target² data, are intended to enhance transparency.

6. The mandates referred to in this document, derived from provisions of the Convention, the Kyoto Protocol and the Paris Agreement, decisions of the COP, the CMP and the CMA in addition to conclusions of the subsidiary bodies and workplans of constituted bodies, constitute the legal basis for the activities to be carried out by each division.

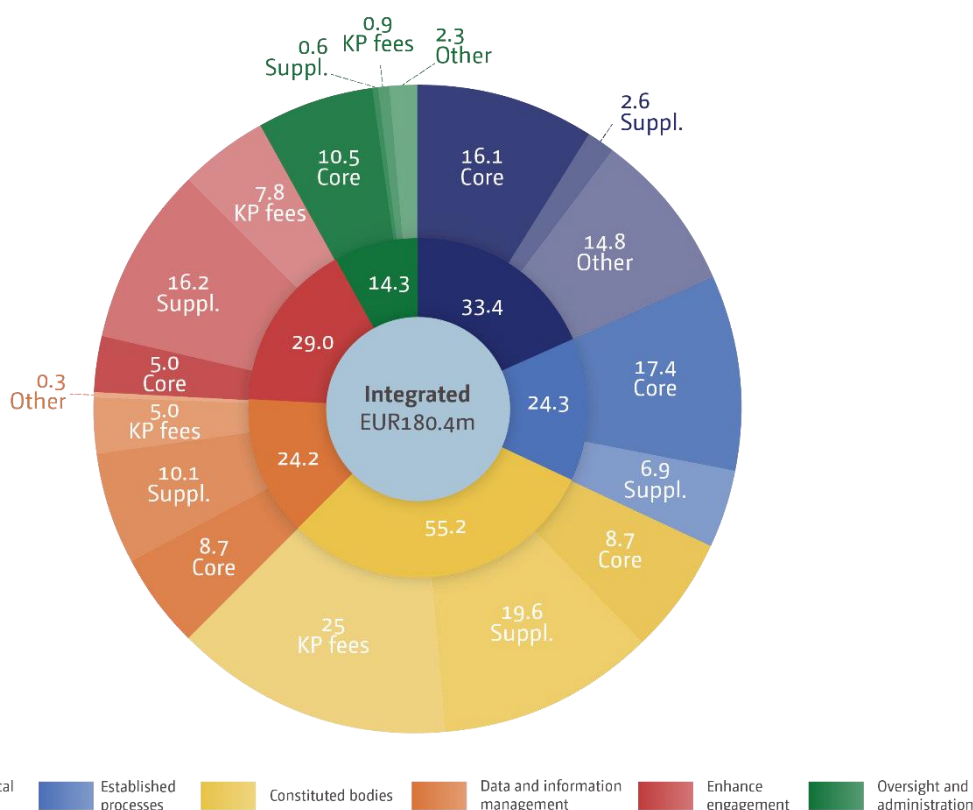
7. Chapter II below provides an overview of the secretariat’s objectives and major activities by division and funding source for 2020–2021. It presents information, including major outputs, in the same way for each division, thereby clarifying what each division will deliver using different sources of funding.

8. Chapter III below presents objectives, results, outputs and performance indicators for each division, as well as the resources allocated in the proposed budget and under the ZNG scenario. Figure 2 shows the total resources required for implementing the 2020–2021 work programme (inner circle), broken down to resource requirements by objective (middle circle) and further by funding source (outer circle). The same figure indicates the resource requirements for each division, including associated major outputs.

Figure 2

Integrated secretariat budget for 2020–2021 by objective and source of funding

(Millions of euros)



9. While the secretariat is committed to the high quality and timely delivery of its work programme, it is important to note that the extent of, sufficiency and predictability of core as well as supplementary funding, can affect its ability to deliver outputs and services. It is also important to note that there are differences in terms of planning and risk management between the various sources of funding. The allocation of any activity to supplementary rather than core resources carries two direct implications, which should inform Parties' choices in the final approval of the budget:

(a) **Reliability of funding:** Data from the past four bienniums for which full data is available (2010–2017) indicates that the secretariat is successful in raising 90 per cent of approved core funds whereas the fundraising success rate for supplementary funds is 81 per cent. This has clear implications for planning, efficiency and effectiveness;

(b) **Prioritization:** The core budget process allows all Parties to determine the priority for funding whereas the supplementary funding process provides a basis for individual donors to determine which aspects of the work programme are funded.

10. Greater reliance on supplementary funding can also prevent activities from being carried out with optimal cost efficiency, as unpredictability of or delays in funding often lead to higher transaction costs associated with temporary solutions.

11. The secretariat can only commit to the full and timely delivery of the results and outputs outlined in its work programme on the basis of the timely receipt of adequate funding. This in turn can be achieved through a combination of an adequate approved core budget, the timely receipt of indicative contributions, and sufficient multi-year donor agreements for the Trust Fund for Supplementary Activities.

II. Overview of objectives and major activities by division

A. Programmes department

12. The combined outputs of the four divisions of the Programmes department (Adaptation, Mitigation, Means of Implementation, and Transparency) will provide Parties with a broad suite of technical and substantive inputs and support so as to enable comprehensive and coherent international cooperation and implementation of action aimed at the collective achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement.

1. Programmes Coordination

13. Programmes Coordination will provide strategic direction and oversight in relation to the work of the four Programmes divisions. It will ensure strategic, substantive and administrative coherence and synergy in the delivery of their work programmes, including in relation to the established intergovernmental processes and constituted bodies. As a result, Parties will receive coherent support for implementing mitigation and adaptation action enabled by the provision and mobilization of means of implementation while ensuring transparency of action and support. Balanced progress across the work programmes of the four divisions, ensured by Programmes Coordination, is critical for the effective global implementation of the Convention, the Kyoto Protocol and the Paris Agreement.

14. Programmes Coordination will serve as an interface between the Executive and the Programmes divisions to ensure the coherence and alignment of the overarching strategic work of the secretariat and the substantive work of the Programmes divisions. It will work in close cooperation with the Intergovernmental Support and Collective Progress division to ensure strategic, substantive and procedural coherence in supporting the meetings of the governing, subsidiary and constituted bodies and the review of the collective progress of action and support, particularly in the context of the GST. Programmes Coordination will collaborate with the Communications and Engagement division to ensure strategic, coherent and comprehensive outreach and engagement on climate action, support and the transparency thereof. Finally, it will work closely with the Executive and Operations Coordination divisions with a view to ensuring the efficient and effective planning, management and

monitoring of resources across the secretariat and enhancing resource mobilization and partnerships.

15. In the biennium 2020–2021, Programmes Coordination will:

(a) Facilitate intergovernmental engagement in responding to the threat of climate change by providing effective, coherent and synergistic support for the operation of processes related to adaptation, mitigation, means of implementation and transparency;

(b) Enable constituted bodies working in the areas of adaptation, mitigation, means of implementation and transparency to fulfil their mandates in an effective, coherent and synergistic way;

(c) Manage and administer the Programmes divisions in accordance with United Nations regulations.

16. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for Programmes Coordination for the biennium 2020–2021 are presented in figure 3 and tables 1–3.

2. Adaptation division

17. The Adaptation division will support Parties in enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change. It will facilitate the provision of holistic technical guidance and advice to Parties on all aspects of adaptation and resilience, especially on assessing climate change risks and sharing knowledge; planning responses to impacts and vulnerability; and enhancing implementation and reviewing progress.

18. The division will support a number of processes, including the NAP process, and four constituted bodies (AC, LCIPP FWG, LEG and WIM ExCom). It will support Parties by:

(a) Catalysing knowledge-sharing, action and support in close cooperation with the Means of Implementation, and Communications and Engagement divisions;

(b) Enhancing learning on and understanding of needs and action in response to climate change impacts, as well as increasing the visibility and profile of adaptation and improving the balance between mitigation and adaptation support, in close cooperation with the Transparency division;

(c) Providing technical analyses, syntheses and input for the GST, particularly in the context of recognizing the adaptation efforts of developing country Parties, reviewing the adequacy and effectiveness of adaptation and support provided for adaptation, and reviewing overall progress towards the global goal on adaptation, in close cooperation with the Intergovernmental Support and Collective Progress division.

19. The division's core mandates are derived from Article 2 (objective), Article 3 (principles), Article 4 (commitments) and Article 5 (RSO) of the Convention and Article 2 (objective), Article 7 (adaptation) and Article 8 (loss and damage) of the Paris Agreement. Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention and the Paris Agreement.

20. In the biennium 2020–2021, the Adaptation division will:

(a) Facilitate intergovernmental engagement in adaptation, including by supporting the NAP process, the NWP, the WIM, the LCIPP, RSO and TEP-A,³ and facilitating adaptation-related reporting and the fulfilment of transparency requirements under the Paris Agreement;

(b) Support the adaptation-related constituted bodies in fulfilling their mandates;

(c) Manage a trusted repository of adaptation data and information;

(d) Facilitate engagement on adaptation to promote action towards the achievement of the objectives and goals of the Convention and the Paris Agreement.

³ For 2020 only, as per decision 1/CP.21.

21. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Adaptation division for the biennium 2020–2021 are presented in figure 4 and tables 4–6.

3. Mitigation division

22. The Mitigation division will support Parties to communicate and cooperate in the implementation of ambitious national action in line with global efforts to limit temperature increase to well below 2 °C and pursue efforts to limit this increase to 1.5 °C above pre-industrial levels. Parties will be supported in developing, communicating and effectively implementing ambitious NDCs in a manner that facilitates clarity, transparency, understanding and accounting, including through the use of collaborative approaches, mechanisms, framework engagements and economic instruments that broaden mitigation action and drive sustainable development.

23. The division will provide technical and operational support to Parties for their mitigation and cooperative implementation efforts, in close cooperation with the cross-cutting Intergovernmental Support and Collective Progress division and the other Programmes divisions, in relation to (1) NDCs, NAMAs, quantified emission limitation and reduction commitments and accounting of assigned amounts; (2) the impact of the implementation of response measures; (3) implementation of the mechanisms under Article 6 (JI), Article 12 (CDM) and Article 17 (emissions trading) of the Kyoto Protocol and Article 6 (cooperative implementation) of the Paris Agreement; (4) the determination and assessment of mitigation co-benefits of Parties' adaptation action or economic diversification plans and (5) non-Party stakeholders' enhanced mitigation action and sectoral mitigation efforts. The division will work closely with the cross-cutting Communications and Engagement division to catalyse action and support and to enhance knowledge and understanding of mitigation needs and action.

24. The core mandates of the Mitigation division are derived from Article 3 (principles), Article 4 (commitments) and Article 8 (secretariat functions) of the Convention; Article 2 (policies and measures, and minimization of adverse effects of response measures), Article 3 (quantified emission limitation and reduction commitments, accounting of assigned amounts and minimizing adverse effects of climate change and response measures), Article 6 (JI), Article 12 (CDM) and Article 17 (international emission trading) of the Kyoto Protocol; and Articles 3 and 4 (NDCs and impacts of response measures), Article 6 and Article 15 (facilitating implementation and promoting compliance) of the Paris Agreement.

25. In the biennium 2020–2021, the Mitigation division will support:

- (a) The delivery of mandated mitigation activities under the Convention and the Paris Agreement in line with the Katowice outcomes of the PAWP;
- (b) Negotiations on Article 6 of the Paris Agreement relating to cooperative approaches, the mechanism, and the framework for non-market approaches;
- (c) Addressing the impacts of the implementation of mitigation and adaptation action with mitigation co-benefits;
- (d) The TEP-M;⁴
- (e) NDC dialogues and workshops with a view to enhancing mitigation action;
- (f) The preparation of LT-LEDS;
- (g) Sectoral mitigation efforts, including under international aviation and maritime.

26. Under the Kyoto Protocol, the division will oversee and support the operation of the CDM and JI and the related reporting, review and compliance regime.

27. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Mitigation division for the biennium 2020–2021 are presented in figure 5 and tables 7–9.

⁴ For 2020 only, as per decision 1/CP.21.

4. Means of Implementation division

28. The Means of Implementation division will provide critical assistance to Parties for enhancing access to and mobilizing and scaling up support for the implementation of the Convention, the Kyoto Protocol and the Paris Agreement by supporting the climate finance architecture, international cooperation on climate technology development and transfer, and the implementation of capacity-building arrangements and processes.

29. The division's core mandates are derived from Article 4 (commitments), Article 11 (Financial Mechanism) and Article 12 (communication of information on implementation) of the Convention; other mandates derived from Article 10 (technology transfer and capacity-building), Article 11 (finance and technology transfer) and Article 12, paragraph 8 (levy for adaptation financing), of the Kyoto Protocol also apply. Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention and its Kyoto Protocol. In the context of the Paris Agreement, the division's mandates are derived from Article 2, paragraph 1(c), and Article 9 (climate finance), Article 10 (technology development and transfer), Article 11 (capacity-building) and relevant provisions of Article 13 (transparency) and Article 14 (GST), and from accompanying provisions of decision 1/CP.21 and the Katowice outcomes that operationalize the Paris Agreement on matters related to climate finance, technology development and transfer, and capacity-building.

30. In the biennium 2020–2021, the Means of Implementation division will support:

(a) The initiation of climate finance work to enable enhanced implementation of the Convention and the Paris Agreement, which will be the priority for the biennium, particularly the intergovernmental activities relating to long-term finance and Article 9, paragraph 5 (projected levels of finance), of the Paris Agreement; the initiation of work on setting the new quantified collective climate finance goal; the fourth BA of the SCF, including the mapping of Article 2, paragraph 1(c), of the Paris Agreement; and the preparation by the SCF of its first report on the determination of developing countries' needs related to the implementation of the Convention and the Paris Agreement;

(b) Activities to support the Technology Mechanism in operationalizing the technology framework under Article 10 of the Paris Agreement, while continuing to collaborate with other relevant partner organizations in providing support to developing countries for identifying and prioritizing their technology needs. In the biennium, the division will also commission the independent review of the CTCN and assist the intergovernmental work on the periodic assessment of the effectiveness and adequacy of the support provided to the Technology Mechanism for supporting the implementation of the Paris Agreement;

(c) The intergovernmental work and negotiations on matters related to capacity-building under the Convention, the Kyoto Protocol and the Paris Agreement, including in relation to any tasks or mandates emanating from COP 25 pertaining to enhanced institutional arrangements for capacity-building under the Convention and the adoption of the initial institutional arrangements for capacity-building to implement Article 11 of the Paris Agreement.

31. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Means of Implementation division for the biennium 2020–2021 are presented in figure 6 and tables 10–12.

5. Transparency division

32. Transparency is key to the raising ambition of climate action, building mutual trust and confidence among Parties and promoting effective implementation of action and support. Effective implementation of the agreed transparency arrangements under the Convention, the Kyoto Protocol and the Paris Agreement affords Parties a trusted basis for determining collective progress towards achieving relevant established objectives and goals. In addition, Parties are given the opportunity to highlight best practices and success stories as well as common challenges faced in implementation. The Transparency division will engage in all areas related to transparency, supporting all Parties in implementing the existing MRV systems, including REDD-plus, and in preparing for the transition to the new ETF. The division will provide support to developing countries on transparency arrangements, support

the CGE and provide Parties and other stakeholders with up-to-date official data, information and analysis on Parties' achievements, including the implementation of their NDCs. These activities will facilitate the monitoring and tracking of progress, and their outputs will be used to inform the GST and the arrangements for facilitating implementation and promoting compliance.

33. The purpose of the Transparency division is to support the intergovernmental process related to MRV under the Convention and the Kyoto Protocol, and the ETF under the Paris Agreement, including by providing technical assistance to developing country Parties and training to experts engaged in the reporting, review and analysis processes. It will support work on relevant methodological issues, including in relation to GHG inventories, REDD-plus, agriculture and KJWA, LULUCF, IPCC guidelines and common metrics. It will also support and facilitate the transparency-related work of the CGE and maintain a transparency data hub, which includes data and information management and analysis.

34. The division's core mandates are derived from Article 3 (principles), Article 4 (commitments), Article 8 (secretariat functions) and Article 12 (communication of information) of the Convention; from Article 2 (policies and measures), Article 3 (quantified emission limitation and reduction commitments and accounting of assigned amounts), Article 5 (emissions and GHG inventories), Article 7 (reporting) and Article 8 (review) of the Kyoto Protocol; and from the Paris Agreement, whereby Article 13 (transparency) guides the work of the division, complemented by Article 4 (NDCs), Article 5 (forests and REDD-plus), Article 7 (adaptation information), Articles 9, 10 and 11 (climate finance, technology development and capacity-building), Article 14 (GST) and Article 15 (mechanism to facilitate implementation of and promote compliance). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement.

35. In the biennium 2020–2021, the Transparency division will:

(a) Support Parties in implementing MRV under the Convention and the Kyoto Protocol, facilitate the submission, review, analysis and international assessment of information provided by Parties in their NCs, GHG inventories, BRs, BURs, and submissions of proposed REDD-plus reference levels and REDD-plus results, and coordinate the implementation of IAR, including MA, and ICA, including FSV;

(b) Coordinate the development and operationalization of the ETF and launch the transition thereto, including providing technical support to developing country Parties and preparing the enabling environments and processes for phasing in the ETF, including training new experts and preparing new electronic systems and tools;

(c) Support the negotiations on the implementation and methodological aspects of MRV, including GHG inventories, the GHG data interface, LULUCF, REDD-plus, KJWA, IPCC guidelines and common metrics, and the negotiations on the follow-up methodological work under the MPGs for the ETF as requested by decision 18/CMA.1;

(d) Support and facilitate the work of the CGE in helping developing country Parties to meet their reporting commitments under the Convention and the Paris Agreement, support the meetings of lead reviewers for BR/NC submissions and for GHG inventories, and provide input to the work of the Compliance Committee under the Kyoto Protocol;

(e) Develop, maintain and manage a transparency data hub, promoting the secretariat as the unique official depository of climate change data, and support and enhance the existing systems and tools used for reporting, submission, review, analysis and assessment processes, such as the UNFCCC data warehouse, CRF Reporter and GHG data interface, ensuring that the latest, authoritative information is readily accessible to stakeholders.

36. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Transparency division for the biennium 2020–2021 are presented in figure 7 and tables 13–15.

B. Operations department

37. The combined outputs of the three divisions of the Operations department (Legal Affairs; Conference Affairs; and Administrative Services, Human Resources, and Information and Communication Technology) are critical to ensuring that Parties are provided with a broad suite of legal, logistical, documentation, ICT and travel support to enable comprehensive and coherent international cooperation and support for the implementation of action towards the collective achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement. The Operations department will ensure that the secretariat operates effectively and efficiently.

1. Operations Coordination

38. Operations Coordination will ensure the strategic focus, effective coordination and operational improvement of the Operations department. It will collaborate with Programmes Coordination and Executive in (1) taking and reviewing decisions on the strategic direction and priorities of the secretariat and the corresponding allocation of resources; (2) ensuring that all divisions contribute to the secretariat's aspiration to remain a strategically agile and effective organization; (3) fostering the organization-wide culture and values of innovation, agility and flexibility for the achievement of its goals and mandates; (4) taking a coherent secretariat-wide approach to resource mobilization and partnerships through coordination, policy support, processes, capacity-building and development of the required intelligence, tools, resources and services; (5) keeping the secretariat accountable to the governing bodies; (6) supporting business efficiency and regulatory compliance through consistent and coherent management of records and information; (7) preserving the history and legacy of the intergovernmental climate negotiation process and the institutional memory of the secretariat and (8) facilitating research and public access to UNFCCC historical archives to demonstrate the transparency of its process and operations.

39. In the biennium 2020–2021, Operations Coordination will:

(a) Manage and administer the Operations department in accordance with United Nations regulations;

(b) Develop, coordinate and facilitate partnerships with Parties and non-Party stakeholders to create impact and/or secure financial, human and material resources to enable the secretariat to carry out its mandated work;

(c) Manage official records and preserve archives.

40. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for Operations Coordination for the biennium 2020–2021 are presented in figure 8 and tables 16–18.

2. Legal Affairs division

41. The Legal Affairs division will support the climate change process by providing independent, high-quality, authoritative and sound legal, procedural and, where relevant, substantive advice and services with a view to maintaining trust in the fairness, inclusivity and transparency of the climate change regime.

42. The division's core mandates are derived from the Convention (Articles 7, 8, 15, 16 and 17), the Kyoto Protocol (Articles 13, 14, 18, 20 and 21) and the Paris Agreement (Articles 11, 12, 15, 16, 17, 22 and 23) as well as from the rules of procedures of all the bodies and mechanisms thereunder.

43. In the biennium 2020–2021, the Legal Affairs division will:

(a) Provide legal and procedural services to support the sound delivery of all mandated activities under the Convention, the Kyoto Protocol and the Paris Agreement, including the Katowice outcomes of the PAWP, and to ensure that the governing and subsidiary bodies function and operate in accordance with legal, procedural and institutional requirements, and that presiding officers, bureau members, regional and negotiating groups, Parties, chairs, facilitators and secretariat teams receive timely and effective legal, procedural

and, where relevant, substantive support and services in respect of all agenda items under negotiation;

(b) Provide legal and procedural support to ensure that all constituted bodies and institutional arrangements under the Convention, the Kyoto Protocol and the Paris Agreement operate in accordance with legal, procedural and institutional requirements, including substantive, technical and logistical services to support the operations of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement;

(c) Provide innovative tools for promoting treaty implementation and legal capacity-building to further UNFCCC engagement with Parties and non-Party stakeholders and across the wider United Nations system to enhance UNFCCC action towards achieving its objectives;

(d) Protect the legal interests of the secretariat and the UNFCCC process (minimizing the legal liabilities of the secretariat) and ensure that the operations, management and administration of the secretariat are conducted in accordance with decisions of the COP, the CMP and the CMA and applicable United Nations regulations, rules and policy.

44. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Legal Affairs division for the biennium 2020–2021 are presented in figure 9 and tables 19–21.

3. Conference Affairs division

45. The provision of optimal conference services for the sessions of the governing and subsidiary bodies, as well as for a wide range of workshops and other events, is a cornerstone of the secretariat support system. The Conference Affairs division will create an optimal environment for UNFCCC events and facilitate the preparation of Parties and other stakeholders for such events. The division will plan and coordinate conferences and provide high-quality conference services, including managing the Participation Fund, documents, meetings and the registration and accreditation of participants.

46. The division's core mandates are derived from Article 8, paragraph 2, of the Convention, Article 14, paragraph 2, of the Kyoto Protocol and Article 17 of the Paris Agreement (secretariat functions), as well as Article 7 of the Convention (the COP), Article 13 of the Kyoto Protocol (the CMP) and Article 16 of the Paris Agreement (the CMA). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement.

47. No additional sessions are foreseen in 2020–2021, but demand for Conference Affairs core services will remain largely unchanged. The division will review the conference requirements for the implementation phase of the intergovernmental process and take innovative action to meet both standard and new requirements and to ensure that the best possible facilities and services are provided for UNFCCC conferences and events.

48. In the biennium 2020–2021, the Conference Affairs division will, in addition to providing its core services, such as making meeting arrangements, facilitating participation at meetings and managing official documentation:

(a) Consolidate some of the new, innovative processes and systems implemented in the biennium 2018–2019 with a view to making registration of participants even more reliable, efficient and secure, including by incorporating a daily badging system that allows for more flexible nomination of delegates;

(b) Enhance the electronic management of documents, with a focus on more efficient collaboration and faster processing of in-session documents;

(c) Improve the quality and experience of Party and non-Party stakeholder modes of engagement at sessions of the COP and of the subsidiary bodies.

49. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Conference Affairs division for the biennium 2020–2021 are presented in figure 10 and tables 22–24.

4. Administrative Services, Human Resources, and Information and Communication Technology division

50. The Administrative Services, Human Resources, and Information and Communication Technology division will deliver a wide range of operational services that will support the intergovernmental process, related institutions, bodies and mechanisms, including conferences and meetings, the regulatory systems under the Kyoto Protocol, and the daily operations of the secretariat and its divisions:

(a) Administrative services, including coordinating the preparation of the secretariat budget and work programme and reporting on implementation, managing financial resources, developing financial and administrative policies and guidelines, managing procurement, premises and property, and making travel arrangements;

(b) Human resources services, including more effective planning of the workforce, strategic talent acquisition and organizational development with a view to increasing the geographical and gender diversity of the secretariat and meeting its evolving needs more effectively;

(c) ICT services, including providing specialized information system services to the secretariat, and IT infrastructure services that enable efficient and effective support to be provided to Parties by the secretariat.

51. The division's core mandates related to administrative and human resources services are derived from Article 8, paragraph 2, of the Convention, Article 14, paragraph 2, of the Kyoto Protocol, Article 17 of the Paris Agreement, decision 15/CP.1 (UNFCCC financial procedures and related Financial Regulations and Rules of the United Nations), decision 16/CP.1 (Bonn as the seat of the secretariat, including pertinent offer of the Government of Germany) and decision 12/CP.15 (reducing and offsetting GHG emissions). The division's core mandates related to ICT services are contained in Article 12 of the Convention (communication of information on implementation), Articles 5, 7 and 8 of the Kyoto Protocol (reporting and review requirements) and Articles 6, 12 and 17 of the Kyoto Protocol (project-based mechanisms and emissions trading). Additional mandates for operational services are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement.

52. In the biennium 2020–2021, the Administrative Services, Human Resources, and Information and Communication Technology division will deliver:

(a) Administrative services, including coordinating the preparation of the secretariat budget for the biennium 2022–2023, effectively managing and administering UNFCCC financial resources and coordinating procurement activities, ensuring compliance with applicable regulations, rules, decisions, policies and contracts and meeting reporting requirements; providing efficient travel and travel-related services to UNFCCC meeting participants and staff; and ensuring the provision of an appropriate and environmentally sustainable physical working environment;

(b) Human resources services, including outreach initiatives for better talent acquisition, providing improved human resources data for decision makers; providing learning, development and career support services; managing a platform for performance appraisal and offering support, guidance and advice to managers and staff; and processing staff entitlements and benefits in a timely manner;

(c) ICT services, including providing a reliable, sustainable and coherent IT infrastructure; operating and maintaining existing mandated systems that support the intergovernmental process, and improving the overall level of ICT, with a focus on extending and improving critical user-facing services; leveraging infrastructure and tools implemented in 2018–2019 to increase the efficiency and effectiveness of the IT services that are integral to secretariat operations; and introducing innovative IT products that could improve the efficiency and productivity of secretariat staff and external users.

53. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Administrative Services, Human Resources, and Information and Communication Technology division for the biennium 2020–2021 are presented in figure 11 and tables 25–27.

C. Cross-cutting divisions

54. Cross-cutting work streams have become commonplace in progressive and proactive organizational structures. The underlying purpose of a cross-cutting function is to better connect programme and operational areas of work, leverage efficiencies and keep the structures agile and responsive. Under the guidance of the Executive division, the two cross-cutting divisions will deliver core and critical work in close collaboration with the Programmes and Operations departments. This work is not new and was previously either embedded in divisions or, in the case of communications, was under stand-alone division within the operations cluster.

55. Applying best practice for organizational design, these cross-cutting divisions, aim to provide greater effectiveness and efficiency. The effectiveness gains are expected to be realized by ensuring greater focus on the interaction of both cross-cutting divisions with the Programmes and Operations departments. The efficiency gains are expected to be realized through greater consolidation of resources and avoidance of potential duplication. The need for such cross-cutting and integrated work became evident in the work on and support to the PAWP. The implementation of this approach has been tested through the PAWP process culminating in the successful adoption of the Katowice package. The new, post-Katowice era requires a corresponding change in the secretariat's work programme as presented here.

56. The Intergovernmental Support and Collective Progress division consolidates functions that had been embedded in different divisions in previous budget cycles (SBI coordination in Mitigation, Data and Analysis, SBSTA coordination in Finance, Technology and Capacity-building, governing bodies support in Executive Direction and Management, external relations and protocol in Conference Affairs Services). Experience has shown that the decentralized approach has led to the creation of duplicate processes and has resulted in managers who act as part-time body coordinators spending an increasing amount of time away from their substantive assignments. In 2018, as a transitional measure to deliver effective support to the PAWP, the relevant staff were consolidated into a single team to provide integrated support to all subsidiary and governing bodies as well as their presiding officers and the Bureaux. This enabled greater streamlining and harmonization of processes, saving other divisions' and Party delegations' time and energy. While finalization of the PAWP and closure of the Ad Hoc Working Group on the Paris Agreement has helped to reduce the need for the temporary assignment of staff to supporting substantive negotiations, the experience of consolidating support to all bodies into a single team focused on this task has proved beneficial, and this approach is reflected in the 2020–2021 structure and budget.

57. Post-Katowice, as the work of the governing and subsidiary bodies shifts from developing MPGs to the oversight of their implementation, it has also been considered most effective to combine the support to these bodies with the organization of processes related to assessing collective progress. In the 2020–2021 biennium and beyond, this will ensure greater focus on oversight and progress assessment and greater coherence in the support to the organization of the bodies' agendas and work programmes.

58. The Communications and Engagement cross-cutting division seeks to ensure that the communications work of the secretariat is driven by the outcomes of all processes and bodies, whereas previously the focus of this work has been linked more heavily in support of the ad hoc negotiation processes. Similarly, engagement activities will be conducted on behalf of all processes and bodies. These areas of work are not distinct or separate from the core work of the Programmes divisions. The Communications and Engagement division will also provide a more solid basis for implementing the established work programmes on education/public awareness and gender in a manner that seeks synergies among all other divisions. This will allow the implementation of ongoing and revised work programmes in

these areas to minimize cost and maximize delivery by mainstreaming these topics into all relevant work programmes and bodies.

1. Intergovernmental Support and Collective Progress division

59. The Intergovernmental Support and Collective Progress division will enable the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement to function and thus facilitate progress in the climate process. The division will ensure the coherence, consistency and timeliness of the work of the bodies and enable and support overarching processes, such as the periodic review of the adequacy of the long-term global goal under the Convention and the GST under the Paris Agreement.

60. The division will:

(a) Enable the functioning of the intergovernmental climate change process through the organization and substantive management of the meetings of the governing and subsidiary bodies as well as their Bureaux, including preparatory meetings, and supporting the Presidencies and incoming Presidencies of the COP;

(b) Support implementation of two fundamental processes under the Convention and the Paris Agreement – the periodic review of the long-term global goal and the GST – that cut across much of the substantive focus of the operations of the governing and subsidiary bodies.

61. The division will facilitate interaction between the presiding officers of the governing and subsidiary bodies and the 13 constituted bodies under the Convention serviced by the secretariat⁵ in order to ensure the coherence and complementarity of their respective functions and activities in support of the implementation of the Convention, the Kyoto Protocol and the Paris Agreement.

62. In the biennium 2020–2021, the Intergovernmental Support and Collective Progress division will support the operations of the governing and subsidiary bodies, including two sessions each of the COP, the CMP and the CMA, and four sessions each of the SBSTA and the SBI, complemented by a number of meetings of the Bureaux of the bodies. The division will also provide continuous strategic, substantive and procedural support to the Presidencies of COP 25 and COP 26 as well as the incoming Presidency of COP 27. In facilitating Parties' assessment of collective progress, the focus for the biennium will be on conducting the review of the long-term global goal and preparing for the first GST.

63. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Intergovernmental Support and Collective Progress division for the biennium 2020–2021 are presented in figure 12 and tables 28–30.

2. Communications and Engagement division

64. The Communications and Engagement division will ensure that the global response to climate change is informed by a single cohesive message based on the outcomes of the intergovernmental process. The division will work to improve coherence among the actions of a wide variety of actors and the alignment of those actions with the objective of the Convention and the purpose of the Paris Agreement.

65. The Communications and Engagement division will have multiple cross-cutting objectives: it will communicate authoritative, relevant and timely information to Parties, non-Party stakeholders and the public regarding the UNFCCC process and action on climate change, with emphasis on proactively building support among all stakeholders so as to facilitate climate action and increase ambition. It will have two subdivisions:

(a) **Communications and Knowledge**, focusing on external and internal communications, as well as on knowledge management, to ensure that all stakeholders are well informed and can access the information they need to support or engage with the UNFCCC process;

⁵ AC, CDM EB, CGE, Committee under Article 15 of the Paris Agreement, Compliance Committee under the Kyoto Protocol, JISC, KCI, LCIPP FWG, LEG, PCCB, SCF, TEC and WIM ExCom.

(b) **Engagement for Action**, focusing on facilitating climate action by Parties and non-Party stakeholders, observer engagement, partnerships, gender integration and ACE.

66. The division will deliver all communications and engagement support services for established processes and bodies supported by the Programmes divisions and provide support to both Executive and presiding officers in collaboration with the Intergovernmental Support and Collective Progress division. Effective collaboration with the Operations department will be critical to supporting the underlying IT systems and for full integration with the session management and delegate support services delivered by the Conference Affairs division.

67. The division's core mandates are derived from Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (secretariat functions), Article 6 and Article 7, paragraph 6, of the Convention (education, training and public awareness), Article 12 of the Convention (communication of information on implementation), Article 10 of the Kyoto Protocol and Article 12 of the Paris Agreement (education, training and public awareness) and decision 23/CP.18 (gender). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement.

68. In the biennium 2020–2021, the Communications and Engagement division will:

(a) Manage and communicate authoritative, relevant and timely information and data to Parties, non-Party stakeholders and the public regarding the UNFCCC process and action on climate change;

(b) Enhance communication of the goals and achievements of the intergovernmental process; harvest information and produce material that can be showcased via the UNFCCC website, mobile apps and social media and in the press;

(c) Help Parties and non-Party stakeholders to engage in cooperative initiatives in support of the implementation of the Convention, the Kyoto Protocol and the Paris Agreement.

69. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for the Communications and Engagement division for the biennium 2020–2021 are presented in figure 13 and tables 31–33.

D. Executive division

70. The Executive division will ensure that the work of the secretariat is guided by Article 2 of the Convention and of the Paris Agreement and by the values and principles of the United Nations. In its outreach, it will promote the ultimate objective of the Convention, the urgency of action and the importance of engaging a broad range of stakeholders to complement government action. The Executive division will ensure that work in the United Nations system in support of a coherent and well-coordinated global response to climate change, in line with the Sustainable Development Goals, is informed by and responsive to the outcomes of the UNFCCC process.

71. The Executive division will provide strategic guidance to the work of the secretariat, ensuring the overall coherence and responsiveness of the organization's work in relation to its mandates. It will oversee the secretariat's strategic cooperation and partnerships with other organizations, including within the United Nations system, and key stakeholders in the climate change process. The Executive Secretary will lead the organization and represent it externally. The Deputy Executive Secretary will support the outreach conducted by the Executive Secretary and ensure the effectiveness and efficiency of secretariat operations and the development of the organization in line with strategic priorities.

72. The Executive division will oversee all secretariat activities in relation to the oversight and implementation of the legal instruments. The core mandates of Executive are derived from Article 8 of the Convention, Article 14, paragraph 2, of the Kyoto Protocol and Article 17 of the Paris Agreement (secretariat functions). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies of the Convention, the Kyoto Protocol and the Paris Agreement, such as those on arrangements for intergovernmental meetings.

73. In the biennium 2020–2021, the Executive division will focus on three broad areas with related objectives:

(a) Facilitating intergovernmental engagement by overseeing the secretariat support systems;

(b) Conducting outreach to a broad range of stakeholders, and ensuring strategic coordination within the United Nations system, to promote action towards the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement;

(c) Managing and administering the cross-cutting divisions and Executive, as well as the secretariat overall, in accordance with United Nations regulations.

74. In relation to intergovernmental engagement, the Executive division will provide strategic guidance on and effective coordination of secretariat support systems, including providing executive support and advice to COP Presidencies and presiding officers on advancing work in the UNFCCC process. The Executive division will engage with governments to facilitate their understanding of, and engagement with, issues under discussion in the UNFCCC process and established processes to support the implementation of negotiated mandates. As for outreach to, and engagement with, a broad range of external stakeholders, the Executive division will undertake strategic outreach to key stakeholders, including United Nations agencies, intergovernmental organizations, non-governmental organizations and representatives of the private sector, to facilitate and promote an ambitious global response to climate change. The Executive division will strengthen the coordination of secretariat interaction with the Executive Office of the Secretary-General and other United Nations entities, including on system-wide strategic approaches to addressing climate change issues and implementing the Sustainable Development Goals, to help to align United Nations system activities with the outcomes of the UNFCCC process. In relation to the management of the secretariat, the Executive division will ensure the strategic development of the organization, the effective functioning of governance mechanisms for the efficient use of secretariat resources, and overall operational responsiveness to the needs of Parties. The Executive division will also provide administrative support for the management of its own human and financial resources and those of the two cross-cutting divisions.

75. The objectives, expected results, outputs and performance indicators as well as resource requirements and staffing for Executive for the biennium 2020–2021 are presented in figure 14 and tables 34–36.

III. Expected results, outputs and resource requirements by division

76. This chapter presents the expected results, outputs, performance indicators and resource requirements for all appropriations in the proposed budget, except in relation to the IPCC for which the only activity is to transfer a grant to the IPCC. Expected results and performance indicators are presented for all work, irrespective of funding source. Outputs are specified clearly by funding source of the underlying activity. As mandated by decision 21/CP.23, paragraph 20, information is presented in the tables at the same level of detail for the ZNG scenario as for the proposed budget.⁶

⁶ All expected results (ER) have been harmonized across all divisions, with a unique three-digit code for the related objective, unique three-digit code for the division and an identifier for the specific expected result.

A. Programmes department

Figure 3
Programmes Coordination budget for 2020–2021 by objective and source of funding
 (Millions of euros)

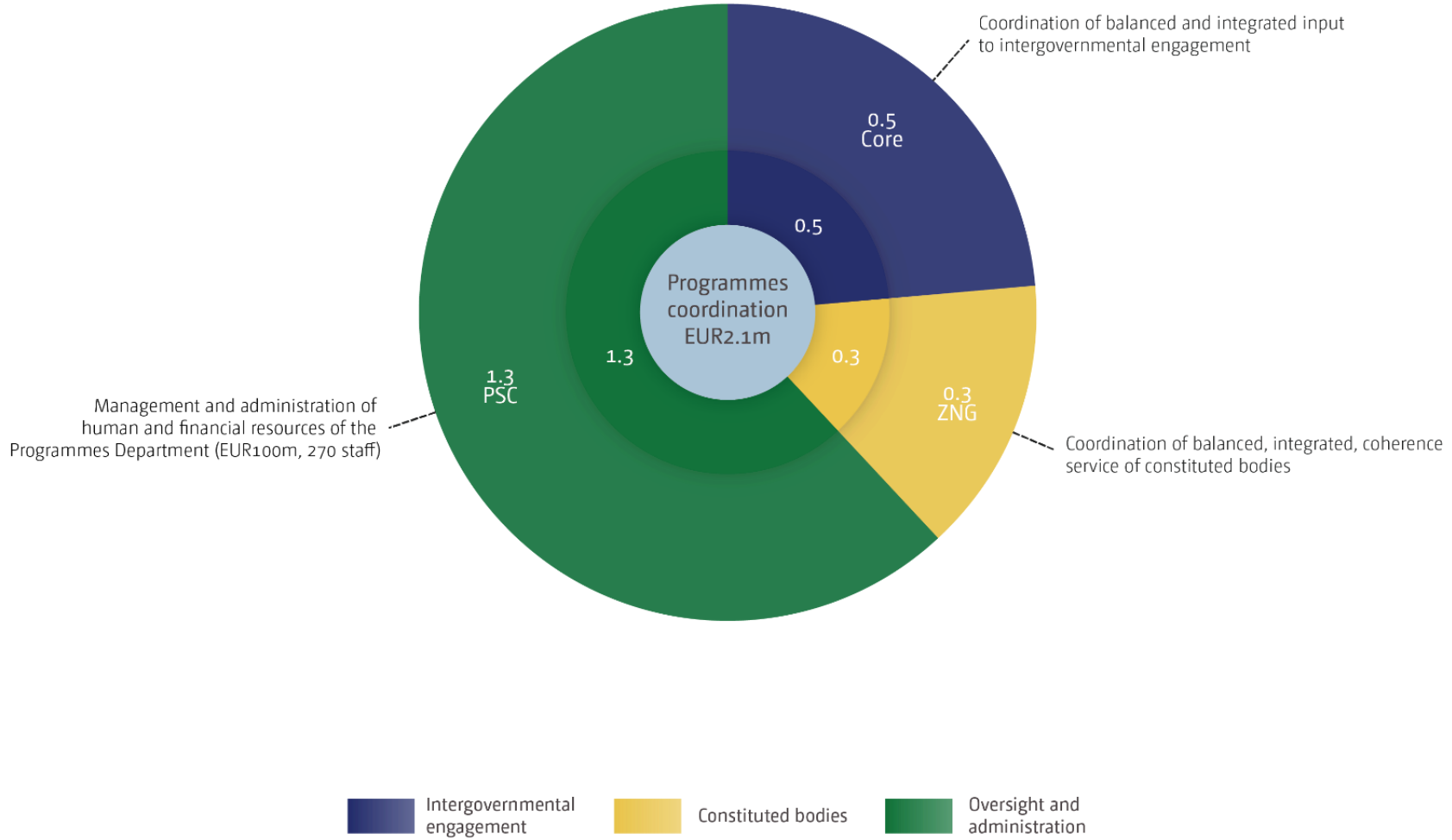


Table 1
2020–2021 objectives, results, outputs and performance indicators for Programmes Coordination

<i>Expected result (ER)</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on responding to the threat of climate change by ensuring the provision of effective, coherent and synergistic support to the operation of processes related to adaptation, mitigation, means of implementation and transparency			
ER101-011-1 Parties are provided with comprehensive and coherent support to facilitate their implementation of agreed UNFCCC provisions	Core Comprehensive and strategic oversight and coordination of the planning, implementation and monitoring of the Programmes divisions' support to intergovernmental processes Supplementary NA	Core High-level coordination of the planning, implementation and monitoring of the Programmes divisions' support to intergovernmental processes Supplementary Effective follow-through on coordination and oversight	Number of complementary activities identified and resource needs minimized through coordination of delivery Baseline: NA Target: 4 activities
Objective 2: constituted bodies			
Enable constituted bodies working in the areas of adaptation, mitigation, means of implementation and transparency to fulfil their mandates in an effective, coherent and synergistic way			
ER200-011-1 Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes	Core Comprehensive and strategic oversight and coordination of the planning, implementation and monitoring of the Programmes divisions' support to constituted bodies Supplementary NA	Core High-level coordination of the planning, implementation and monitoring of the Programmes divisions' support to constituted bodies Supplementary Effective follow-through on coordination and oversight	Number of complementary activities identified and resource needs minimized through coordination of delivery Baseline: NA Target: 4 activities
Objective 5: oversight and administration			
Effectively manage and administer the Programmes department			
ER500-011-1 The human and financial resources and other assets of the Programmes divisions are effectively managed in accordance with relevant United Nations regulations	Other (programme support costs) Effective and efficient financial and human resource management of the four divisions	Other (programme support costs) Effective and efficient financial and human resource management of the four divisions	Expenditure levels compared with the approved budget and available cash Baseline: 99 per cent Target: 99 per cent

Table 2
2020–2021 resource requirements for Programmes Coordination

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	796 240	513 880	(282 360)	(35.5)
Supplementary funds	-	309 360	309 360	-
Other funds (programme support costs)	1 288 560	1 288 560	-	-
Total resources	2 084 800	2 111 800	27 000	0.1

Table 3
2020–2021 post requirements for Programmes Coordination

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	2	1	(1)
General Service level staff	1	1	-
Supplementary	-	1	1
Other (programme support costs)	7	7	-
Total	10	10	-

Figure 4
Adaptation division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

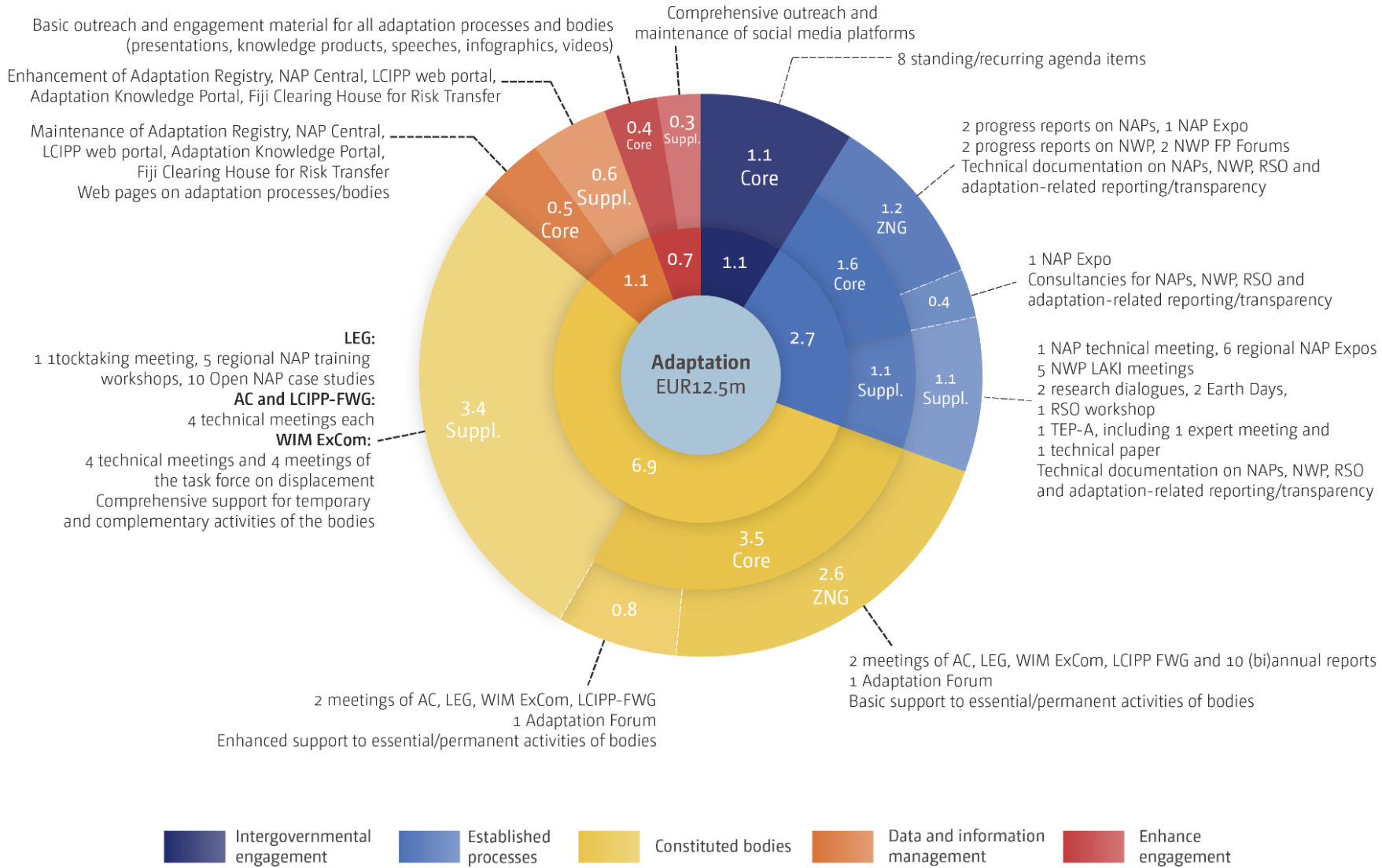


Table 4

2020–2021 objectives, results, outputs and performance indicators for the Adaptation division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on adaptation by providing support to ongoing intergovernmental oversight of established processes and negotiation of new, revised or enhanced processes, as appropriate			
ER101-001-1	Core	Core	
Parties' consideration of the progress of established processes and bodies related to adaptation is facilitated	20 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions: <ul style="list-style-type: none"> • NAPs (4 SBI sessions) • NWP (2 SBSTA sessions) • RSO (4 SB sessions) • AC (2 SB/COP/CMA sessions) • Matters relating to the LDCs (4 SBI sessions) • WIM ExCom (2 SB/COP/CMA sessions) • LCIPP (2 SB/COP sessions) 	Same as proposed budget	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
Objective 1b: established processes			
Facilitate intergovernmental engagement on adaptation by supporting the operation of established processes, including the NAP process, the NWP and RSO			
ER102-001-1	Core	Core	
The operation of established intergovernmental processes related to adaptation matters is facilitated	<ul style="list-style-type: none"> • 2 progress reports on NAPs • 2 NAP Expos with a total of 144 funded country representatives • 2 progress reports on NWP • 2 NWP focal point forums • Planning the TEP-A • 14 technical reports 	<ul style="list-style-type: none"> • 2 progress reports on NAPs • 1 NAP Expo with 72 funded country representatives • 2 progress reports on NWP • 2 NWP focal point forums • 1 TEP-A • 14 technical reports 	Implementation status of the activities under NAPs, NWP and RSO Baseline: number of planned activities Target: 100 per cent implementation of planned activities

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<p>Supplementary</p> <ul style="list-style-type: none"> • 1 NAP technical meeting with 25 funded participants • 6 regional NAP Expos with a total of 30 funded participants • 5 LAKI meetings with a total of 75 funded participants • 2 research dialogues • 2 Earth Information Days • 1 TEM and 1 technical paper • 4 technical reports 	<p>Supplementary</p> <ul style="list-style-type: none"> • 1 NAP Expo with 72 funded country representatives • 1 NAP technical meeting with 25 funded participants • 6 regional NAP Expos with a total of 30 funded participants • 5 LAKI meetings with a total of 75 funded participants • 2 research dialogues • 2 Earth Information Days • 1 TEM and 1 technical paper • 4 technical reports 	
Objective 2: constituted bodies			
Enable the AC, LCIPP FWG, LEG and WIM ExCom to fulfil their mandates			
ER200-001-1	Core	Core	Number of meetings of bodies Baseline: minimum number of mandated meetings Target: minimum number of mandated meetings
Constituted bodies are enabled to meet and perform their assigned functions through substantive and organizational support, and process-related advice	16 regular meetings of the constituted bodies; meeting agenda and outcomes made available for each	8 regular meetings of the constituted bodies; meeting agenda and outcomes made available for each	Agenda and documentation of meeting outcomes made available in accordance with the rules of procedure of the bodies Baseline: 100 per cent Target: 100 per cent
ER200-001-2	Core	Core	Implementation status of activities under the work programmes Baseline: number of planned activities Target: 100 per cent implementation of planned activities
Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes	<ul style="list-style-type: none"> • 10 annual/biannual reports of the constituted bodies • 2 Adaptation Forums • Reports/documents/technical papers as per work programmes <p>Supplementary</p> <ul style="list-style-type: none"> • 5 regional NAP training workshops with 145 national experts trained 	<ul style="list-style-type: none"> • 10 annual/biannual reports of the constituted bodies • 1 Adaptation Forum • Reports/documents/technical papers as per work programmes <p>Supplementary</p> <ul style="list-style-type: none"> • 1 Adaptation Forum • 5 regional NAP training workshops with 145 national experts trained 	

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<ul style="list-style-type: none"> • 17 technical meetings and workshops: <ul style="list-style-type: none"> - AC (4) - LEG (1) - LCIPP (4) - WIM ExCom (4) and its task force on displacement (4) with a total of 305 funded experts and country representatives attending • 10 Open NAP case studies • Reports/documents by constituted bodies 	<ul style="list-style-type: none"> • 17 technical meetings and workshops: <ul style="list-style-type: none"> - AC (4) - LEG (1) - LCIPP (4) - WIM ExCom (4) and its task force on displacement (4) with a total of 305 funded experts and country representatives attending • 10 Open NAP case studies • Reports/documents by constituted bodies 	

Objective 3: data and information management

Manage a trusted repository of adaptation data and information, including the adaptation registry, NAP Central, the adaptation knowledge portal, the LCIPP web portal and the Fiji Clearing House for Risk Transfer

ER300-001-1	Core	Core	Information on the adaptation databases and web pages is regularly updated
Parties and the public are provided with authoritative, up-to-date and readily accessible adaptation-related information	5 data portals maintained: <ul style="list-style-type: none"> • Adaptation Registry • NAP Central • LCIPP web portal • Adaptation knowledge portal • Fiji Clearing House for Risk Transfer Web pages on adaptation processes/bodies maintained	Same as proposed budget	Baseline and target: main web pages are updated within two weeks after major conferences and other events, such as meetings of groups or committees, workshops or expert meetings
	Supplementary	Supplementary	Adaptation communications and NAP documents submitted are uploaded to the corresponding registry and web page and made publicly accessible
	5 data portals enhanced: <ul style="list-style-type: none"> • Adaptation Registry • NAP Central • LCIPP web portal • Adaptation knowledge portal • Fiji Clearing House for Risk Transfer 	Same as proposed budget	Baseline: number of submissions Target: 100 per cent

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 4: enhance engagement			
Facilitate engagement on adaptation to promote action towards the achievement of the objectives and goals of the Convention and the Paris Agreement			
ER400-001-1	Core	Core	Number of outreach materials
Policymakers are supported in understanding and aligning their adaptation actions with the established objectives and goals of the UNFCCC and the Paris Agreement	Outreach materials, including speeches, infographics, brochures, videos, presentations for all adaptation processes/bodies	Same as proposed budget	Baseline: NA Target: 8 per process/body
	Supplementary	Supplementary	
	Maintenance of 3 social media platforms and enhanced outreach materials	Same as proposed budget	

Table 5

2020–2021 resource requirements for the Adaptation division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	7 060 880	5 845 840	(1 215 040)	(17.2)
Supplementary funds	5 394 280	6 636 320	1 242 040	23.0
Total resources	12 455 160	12 482 160	27 000	0.2

Table 6

2020–2021 post requirements for the Adaptation division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	18	17	(1)
General Service level staff	5	5	-
Supplementary	10	11	1
Total	33	33	-

Figure 5
Mitigation division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

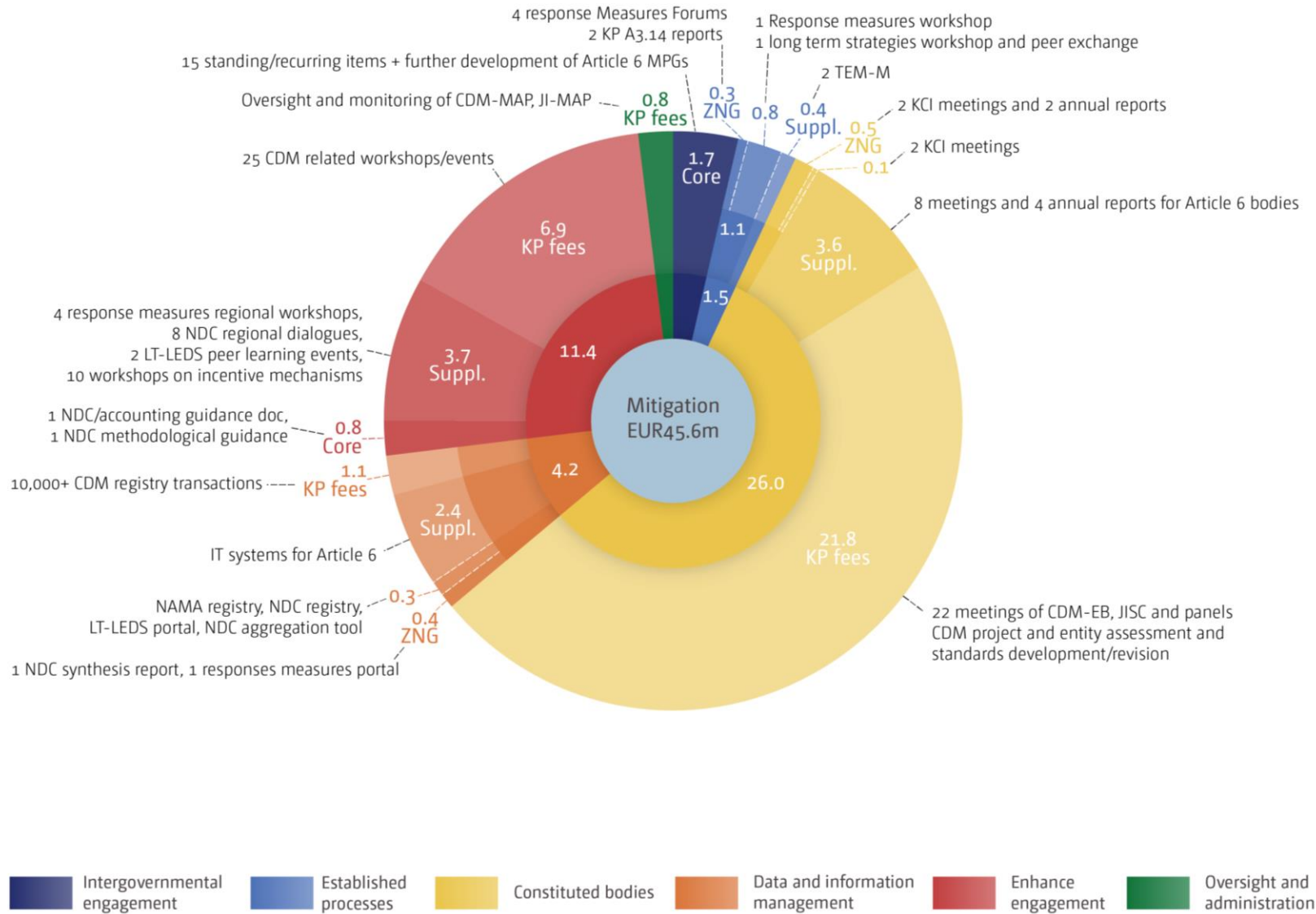


Table 7
2020–2021 objectives, results, outputs and performance indicators for the Mitigation division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement in relation to NDCs, the NDC registry, response measures, the Kyoto Protocol's mechanisms and Article 6 of the Paris Agreement			
ER101-002-1 Parties' consideration of the progress of established processes and bodies related to mitigation, response measures and cooperative implementation is facilitated	Core 15 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions: <ul style="list-style-type: none"> • Contact group on the RM forum (4 SB sessions) • Report of the RM forum (2 COP/CMP/CMA sessions) • Guidance on CDM (2 CMP sessions) • Guidance on JI (2 CMP sessions) • Emissions from international bunkers (4 SB sessions) • Report on NAMAs (1 COP session) 	Core Same as proposed budget	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
ER101-002-2^a Parties' development and consideration of new/additional MPGs related to cooperative implementation is facilitated	Core 3 CMA decisions with new or updated MPGs with respect to the implementation of Article 6 of the Paris Agreement	Core Same as proposed budget	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
Objective 1b: established processes			
Facilitate the intergovernmental processes in relation to response measures, NDCs and LT-LEDs			
ER102-002-1 The operation of established mitigation, response measures and cooperative implementation	Core <ul style="list-style-type: none"> • 4 RM forums (including preparing documents and reports) • 1 response measures workshop and 1 workshop report • 2 synthesis/technical papers on response measures 	Core <ul style="list-style-type: none"> • 4 RM forums (including preparing documents and reports) • 2 compilation and synthesis reports on Article 3, paragraph 14, of the Kyoto Protocol • Planning of TEP-M 	Documents and reports are delivered and delivered on time Baseline: all documents and reports published 4 weeks prior to start of meeting Target: 100 per cent of documents published on time

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
intergovernmental processes is facilitated	<ul style="list-style-type: none"> • 2 compilation and synthesis reports on Article 3, paragraph 14, of the Kyoto Protocol • Planning of TEP-M • 1 LT-LEDs global peer-exchange and lessons-learned workshop and 1 workshop report <p>Supplementary</p> <ul style="list-style-type: none"> • 2 TEMs (including technical inputs) and 1 technical paper 	<p>Supplementary</p> <ul style="list-style-type: none"> • 1 response measures workshop and 1 workshop report • 2 synthesis/technical papers on response measures • 2 TEMs (including technical inputs) and 1 technical paper • 1 LT-LEDs global peer-exchange and lessons-learned workshop and 1 workshop report 	

Objective 2: constituted bodies

Enable the KCI, the CDM EB, the JISC and bodies agreed in the context of Article 6 of the Paris Agreement to fulfil their mandates

ER200-002-1	Core	Core	Number of meetings of bodies
Constituted bodies, including their panels and working groups, are enabled to meet and perform their assigned functions through substantive and organizational support, and process-related advice	<p>4 regular meetings of the KCI; meeting agenda and outcomes made available for each</p> <p>Supplementary</p> <p>Estimated 8 meetings of the supervisory body for Article 6, paragraph 4, and the forum/task force for Article 6, paragraph 8, of the Paris Agreement; meeting agenda and outcomes made available for each^b</p> <p>Other (CDM and JI)</p> <p>22 regular meetings of the CDM EB, its panels and working groups and the JISC; meeting agenda and outcomes made available for each</p>	<p>2 regular meetings of the KCI; meeting agenda and outcomes made available for each</p> <p>Supplementary</p> <p>2 regular meetings of the KCI; meeting agenda and outcomes made available for each</p> <p>Estimated 8 meetings of the supervisory body for Article 6, paragraph 4, and the forum/task force for Article 6, paragraph 8, of the Paris Agreement; meeting agenda and outcomes made available for each</p> <p>Other (CDM and JI)</p> <p>Same as proposed budget</p>	<p>Baseline: minimum number of mandated meetings</p> <p>Target: minimum number of mandated meetings</p> <p>Agenda and documentation of meeting outcomes made available in accordance with the rules of procedure of the bodies</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
ER200-002-2 Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes	<p>Core</p> <p>4 annual reports of the KCI</p> <p>Reports/documents/technical papers as per work programme of KCI</p> <p>Supplementary^b</p> <p>Estimated 2 annual reports of the supervisory body for Article 6, paragraph 4</p> <p>Reports/documents/technical papers as per work programmes of Article 6 bodies</p> <p>Other (CDM and JI)</p> <p>As per CDM business and management plans,^e including:</p> <ul style="list-style-type: none"> • 116 CDM EB mandates to the secretariat • 210 reports, standards and regulatory documents <p>As per JI management plan,^f including:</p> <ul style="list-style-type: none"> • 2 JISC mandates to the secretariat • 12 reports, standards and regulatory documents 	<p>Core</p> <p>Same as proposed budget</p> <p>Supplementary</p> <p>Same as proposed budget</p> <p>Other (CDM and JI)</p> <p>Same as proposed budget</p>	<p>Implementation status of activities under the work programmes^c</p> <p>Baseline: 96 per cent of planned activities</p> <p>Target: 100 per cent</p> <p>Proportion of the 14 key performance indicators included in the CDM annual key performance indicator reports^d that record performance of at least 90 per cent of target</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>

Objective 3: data and information management

Manage a trusted repository of data and information in support of mitigation efforts and cooperative implementation

ER300-002-1 Parties and the public are provided with up-to-date and readily accessible information on UNFCCC processes, climate actions and associated impacts	<p>Core</p> <p>5 data portals/tools are maintained and operated:</p> <ul style="list-style-type: none"> • Portal on response measures modelling tools • NAMA registry • NDC registry • LT-LEDs IT tool and knowledge hub • Tool to calculate aggregate effect of NDCs <p>1 NDC synthesis report</p> <p>Supplementary</p> <p>NA</p>	<p>Core</p> <p>1 data portal is maintained and operated:</p> <ul style="list-style-type: none"> • Portal on response measures modelling tools <p>Supplementary</p> <p>4 data portals/tools are maintained and operated:</p> <ul style="list-style-type: none"> • NAMA registry • NDC registry • LT-LEDs IT tool and knowledge hub 	<p>Update of registries in timely manner</p> <p>Baseline: the 2 registries are updated within one day of receipt of NAMA/NDC from the Party</p> <p>Target: 100 per cent</p> <p>Publication of NDC synthesis report</p> <p>Baseline: 1 NDC synthesis report is published 4 weeks before its consideration by Parties</p> <p>Target: 100 per cent</p>
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<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<p>Other (CDM)</p> <ul style="list-style-type: none"> • 10,000+ transactions are processed in the CDM Registry • CDM registry data are synthesized and analysed to support further consideration by intergovernmental negotiations and other established processes⁸ 	<ul style="list-style-type: none"> • Tool to calculate aggregate effect of NDCs <p>1 NDC synthesis report</p> <p>Other (CDM)</p> <p>Same as proposed budget</p>	<p>Biannual CDM reports are submitted to the regulatory body and published on the UNFCCC website</p> <p>Baseline: 8 reports</p> <p>Target: 8 reports</p> <p>CDM registry transactions are processed on time as per rules and regulations</p>

Objective 4: enhance engagement

Facilitate engagement on mitigation to promote action towards the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
<p>ER400-002-1</p> <p>Policymakers are supported in understanding and aligning their mitigation actions with the established objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement</p>	<p>Core</p> <ul style="list-style-type: none"> • 1 technical guidance document on NDC accounting and tracking of the progress of implementation and achievement • 1 NDC accounting methodological guidance • Ongoing availability of NDC help desk • Direct engagement with a variety of international and intergovernmental organizations with respect to the implementation of mitigation actions and cooperative approaches • Outreach materials, including speeches, infographics, brochures, videos and presentations for all mitigation processes and the KCI <p>Supplementary</p> <ul style="list-style-type: none"> • 2 regional workshops per year relating to raising awareness and peer learning with respect to response measures • 8 NDC regional dialogues/technical training sessions to promote implementation and increase ambition, and on NDC accounting and tracking progress 	<p>Core</p> <p>Same as proposed budget</p> <p>Supplementary</p> <p>Same as proposed budget</p>	<p>Technical guidance documents prepared</p> <p>Baseline: NA</p> <p>Target: 2</p> <p>Number of regional NDC dialogues organized</p> <p>Baseline: 6</p> <p>Target: 8</p> <p>Network meetings organized</p> <p>Baseline: NA</p> <p>Target: 2</p> <p>Number of policy design workshops organized</p> <p>Baseline: NA</p> <p>Target: 10</p> <p>Number of outreach materials</p> <p>Baseline: NA</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<ul style="list-style-type: none"> • 2 peer-learning meetings on LT-LEDS for preparation and submission by Parties • 10 workshops per biennium in the context of climate weeks and Marrakech Partnership to support countries in designing policy instruments to enhance incentives for deploying private capital to mitigation activities. Green investment incubators established and work monitored <p>Other (CDM)</p> <ul style="list-style-type: none"> • 11 Designated National Authorities Forum meetings and CDM workshops and round tables • 10 events/meetings cooperation with international business and sector organizations • Enhanced online media and web presence, including social media campaigns (2 campaigns) • 4 Nairobi Framework coordination and regional activities 	<p>Other (CDM)</p> <p>Same as proposed budget</p>	<p>Target: 8 per process and KCI</p> <p>Implementation status of activities under the work programmes^h</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>

^a This expected result may need to be adjusted depending on the outcome of ongoing negotiations related to Article 6 of the Paris Agreement. Should the relevant decisions be adopted at CMA 2, the related resources would be allocated to supporting the oversight of their implementation. For the budget it was assumed that the currently open items on methodological issues related to the CDM (LULUCF, forests in exhaustion, and review of modalities and procedures) and the Convention mechanisms (framework for various approaches, new market-based mechanism and non-market-based approaches under decision 1/CP.18) will be finalized in 2019 and that agenda items on these matters will not be needed in the biennium 2020–2021. However, should these items remain open for consideration by Parties in the biennium, they would need to be funded through the CDM Trust Fund or supplementary funding, respectively.

^b Fundraising for these activities will not commence until the relevant CMA decisions have been adopted.

^c Approved workplans are available at <http://cdm.unfccc.int/Reference/Notes/index.html>

^d Available at <https://cdm.unfccc.int/EB/report/>.

^e Outputs are documented in detail in the annual workplans of the CDM EB, CDM Methodologies Panel and CDM Accreditation Panel, available at <http://cdm.unfccc.int/Reference/Notes/index.html>.

^f The JI two-year management plans are available at <https://ji.unfccc.int/Ref/Docs.html>.

^g Outputs of the operations of the CDM registry and voluntary cancellation platform are documented in the CDM two-year business and management plans, available at <http://cdm.unfccc.int/EB/index.htm>, and reported on in the CDM management plan midyear review, CDM management plan annual review and voluntary cancellation platform reports, available at <https://cdm.unfccc.int/EB/report/>.

^h Current CDM two-year business and management plans (see objective 2(a–c)) are available at <http://cdm.unfccc.int/EB/index.htm>.

Table 8
2020–2021 resource requirements for the Mitigation division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	4 882 840	3 781 640	(1 101 200)	(22.6)
Supplementary funds	10 125 560	11 307 760	1 182 200	11.7
Other funds (Fees from Kyoto Protocol)	30 602 958	30 602 958	-	-
Total resources	45 611 358	45 692 358	81 000	0.2

Table 9
2020–2021 post requirements for the Mitigation division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	14	11	(3)
General Service level staff	4	4	-
Supplementary	19	22	3
Other funds (fees from Kyoto Protocol)	91	91	-
Total	128	128	-

Figure 6
Means of Implementation division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

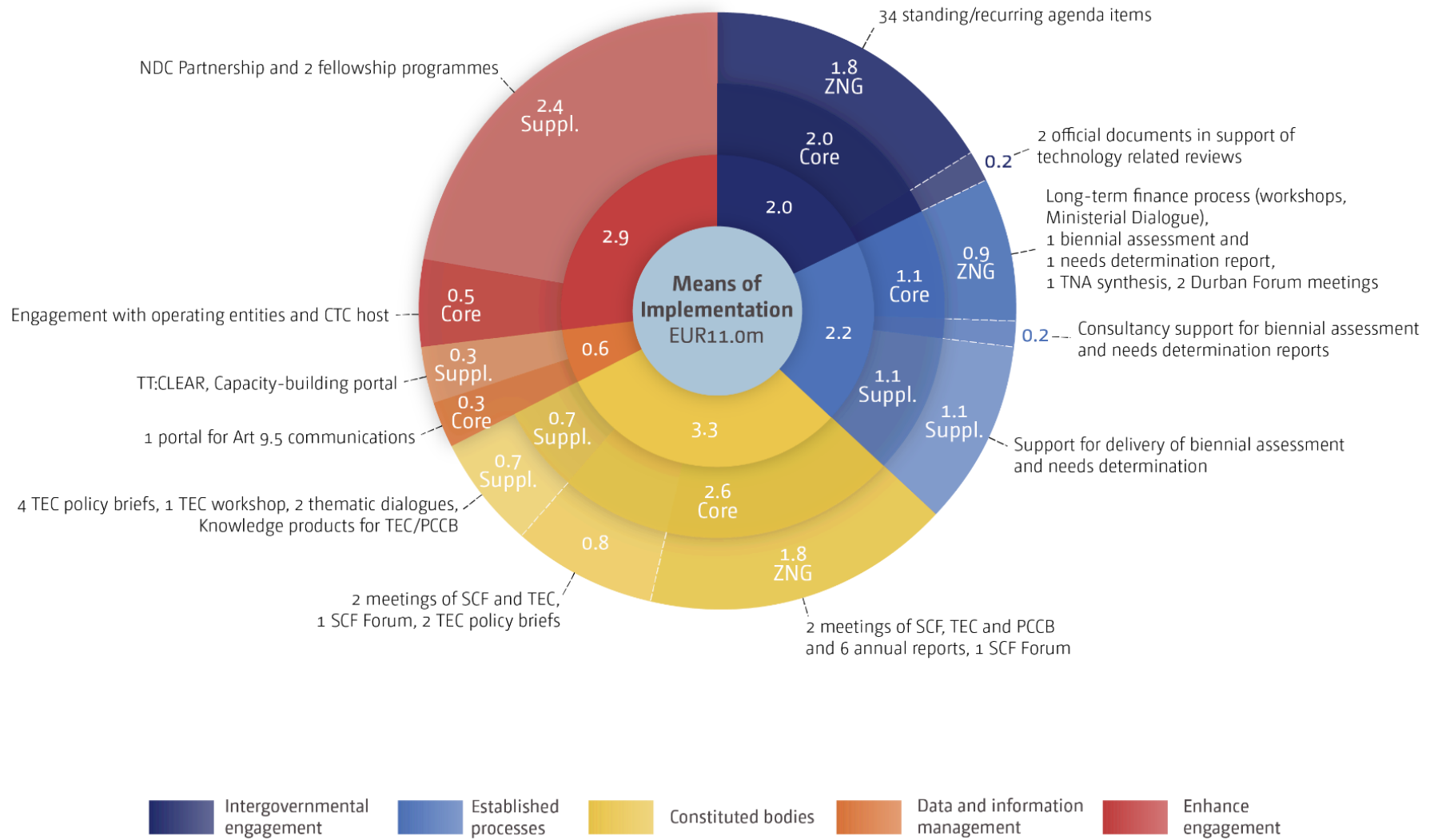


Table 10

2020–2021 objectives, results, outputs and performance indicators for the Means of Implementation division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on climate finance, technology transfer and development, and capacity-building			
ER101-003-1	Core	Core	
Parties' consideration of the progress of established mechanisms, processes, bodies and goals related to climate finance is facilitated	<p>16 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions:</p> <ul style="list-style-type: none"> • Long-term climate finance and biennial communications on Article 9, paragraph 5, of the Paris Agreement (2 COP/CMA sessions) • Guidance to the GCF (2 COP/CMA sessions) • Guidance to GEF, including Least Developed Countries Fund and Special Climate Change Fund (2 COP/CMA sessions) • Report of the SCF (2 COP/CMA sessions) • Setting a new collective quantified goal on finance (2 CMA sessions) • Report of the Adaptation Fund Board (2 CMP/CMA sessions) • Fourth review of the Adaptation Fund (2 CMP sessions) • Seventh review of the Financial Mechanism (2 COP sessions) 	Same as proposed budget	<p>Percentage of presiding officers expressing satisfaction with the level of support provided</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
<p>ER101-003-2</p> <p>Parties' consideration of the progress of established mechanisms and processes related to technology is facilitated</p>	<p>Core</p> <p>10 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions</p> <ul style="list-style-type: none"> • Joint annual report of the TEC and the CTCN (2 SB/COP/CMA sessions) • Linkages between the Technology Mechanism and the Financial Mechanism (1 COP session) • Independent review of the CTCN (1 COP session) • Periodic assessment of the Technology Mechanism (1 CMA session and 2 SB sessions) • Review of the CTCN Advisory Board constitution (1 COP session) • Poznan strategic programme (2 SB sessions) <p>Official documents to support the independent review of the CTCN and the periodic assessment of the Technology Mechanism</p> <p>Supplementary</p> <p>NA</p>	<p>Core</p> <p>10 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions</p> <ul style="list-style-type: none"> • Joint annual report of the TEC and the CTCN (2 SB/COP/CMA sessions) • Linkages between the Technology Mechanism and the Financial Mechanism (1 COP session) • Independent review of the CTCN (1 COP session) • Periodic assessment of the Technology Mechanism (1 CMA session and 2 SB sessions) • Review of the CTCN Advisory Board constitution (1 COP session) • Poznan strategic programme (2 SB sessions) <p>Supplementary</p> <p>Official documents to support the independent review of the CTCN and the periodic assessment of the Technology Mechanism</p> <p>Core</p> <p>Same as proposed budget</p>	<p>Percentage of presiding officers expressing satisfaction with the level of support provided</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>
<p>ER101-003-3</p> <p>Parties' consideration of the progress of established processes and bodies related to capacity-building is facilitated</p>	<p>Core</p> <p>8^a expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions</p> <ul style="list-style-type: none"> • Reviews of the capacity-building frameworks under the Convention and the Kyoto Protocol for developing 	<p>Core</p> <p>Same as proposed budget</p>	<p>Percentage of presiding officers expressing satisfaction with the level of support provided</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<p>countries and economies in transition (2 SBI/COP/CMP sessions)</p> <ul style="list-style-type: none"> • Annual technical progress report of the PCCB (2 SBI/COP sessions) • Regular monitoring of the capacity-building framework under the Convention and the Kyoto Protocol (4 SBI/COP/CMP sessions) 		
Objective 1b: established processes			
Support the implementation of established intergovernmental processes in relation to climate finance, technology transfer and capacity-building			

ER102-003-1	Core	Core	
The operation of mandated activities and processes related to climate finance goals under the Convention and the Paris Agreement is facilitated	<ul style="list-style-type: none"> • Organization of a high-level ministerial dialogue on climate finance, including summary report • In-session workshop on long-term climate finance and summary report • Compilation and synthesis of biennial submissions on updated strategies and approaches for mobilizing scaled-up climate finance from 2014 to 2020 and biennial communications from 2021 onwards • Scoping of the fourth BA (2020) • Scoping of the first report on determination of needs of developing countries (2020) • Compilation and synthesis of information on financial support contained in NCs and BR common tabular format tables 7, 7(a) and 7(b) • Data sets for BA and the report on the determination of needs of developing countries <p>Supplementary</p> <p>a) Comprehensive technical support for the preparation and delivery of the fourth BA:</p>	<ul style="list-style-type: none"> • Organization of a high-level ministerial dialogue on climate finance, including summary report • In-session workshop on long-term climate finance and summary report • Compilation and synthesis of biennial submissions on updated strategies and approaches for mobilizing scaled-up climate finance from 2014 to 2020 and biennial communications from 2021 onwards • Scoping of the fourth BA • Scoping of the first report on determination of needs of developing countries • Compilation and synthesis of information on financial support contained in NCs and BR common tabular format tables 7, 7(a) and 7(b) <p>Supplementary</p> <p>a) Comprehensive technical support for the preparation and delivery of the fourth BA:</p>	<p>The proportion of mandated outputs delivered and delivered on time Baseline 100 per cent Target: 100 per cent</p> <p>In-session workshops on long-term finance and Article 9, paragraph 5, and high-level ministerial dialogues Baseline: 2 Target: 2</p> <p>Outputs and activities on the fourth BA and the report on the determination of needs of developing countries delivered and delivered on time Baseline 100 per cent Target: 100 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<ul style="list-style-type: none"> • 2 BA technical meetings • Mapping of information relevant to Article 2, paragraph 1(c), of the Paris Agreement • Web-based aggregate-level data on climate finance flows and related outreach products <p>b) Comprehensive technical support for the preparation and delivery of the first report on determination of needs of developing countries:</p> <ul style="list-style-type: none"> • 2 technical meetings • Methodological issues <p>c) Web-based information and related outreach products</p>	<ul style="list-style-type: none"> • 2 BA technical meetings • Climate finance data sets • Mapping of information relevant to Article 2, paragraph 1(c), of the Paris Agreement • Web-based aggregate-level data on climate finance flows and related outreach products <p>b) Comprehensive technical support for the preparation and delivery of the first report on determination of needs of developing countries:</p> <ul style="list-style-type: none"> • 2 technical meetings • Methodological issues • Data sets <p>c) Web-based information and related outreach products</p>	
<p>ER102-003-2</p> <p>The operation of mandated activities and processes related to technology needs assessment are facilitated</p>	<p>Core</p> <p>Compilation and synthesis report on technology needs assessment</p> <p>Collaboration in the implementation of the global technology needs assessment project</p>	<p>Core</p> <p>Same as proposed budget</p>	<p>Number of developing countries supported in preparing and implementing their technology needs assessments through regional trainings and workshops</p> <p>Baseline: 22</p> <p>Target: 22</p>
<p>ER102-003-3</p> <p>The operation of the Durban Forum on capacity-building is facilitated</p>	<p>Core</p> <p>2 Durban Forum meetings</p>	<p>Core</p> <p>Same as proposed budget</p>	<p>Durban Forum on capacity-building meetings</p> <p>Baseline: 2</p> <p>Target 2</p>
<p>Objective 2: constituted bodies</p> <p>Enable the SCF, TEC and PCCB to fulfil their mandates</p>			
<p>ER200-003-1</p> <p>Constituted bodies are enabled to meet and perform their assigned functions through substantive and organizational</p>	<p>Core</p> <p>Regular meetings of the constituted bodies; meeting agenda and outcomes made available for each:</p> <ul style="list-style-type: none"> • 4 SCF 	<p>Core</p> <p>Regular meetings of the constituted bodies; meeting agenda and outcomes made available for each:</p> <ul style="list-style-type: none"> • 2 SCF 	<p>Number of meetings of bodies</p> <p>Baseline: minimum number of mandated meetings</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
support, and process-related advice	<ul style="list-style-type: none"> • 4 TEC • 2 PCCB <p>Supplementary NA</p>	<ul style="list-style-type: none"> • 2 TEC • 2 PCCB <p>Supplementary Regular meetings of the constituted bodies; meeting agenda and outcomes made available for each:</p> <ul style="list-style-type: none"> • 2 SCF • 2 TEC 	<p>Target: minimum number of mandated meetings</p> <p>Agenda and documentation of meeting outcomes made available in accordance with the rules of procedure of the bodies</p> <p>Baseline: 100 per cent Target: 100 per cent</p>
<p>ER200-003-2 Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes</p>	<p>Core 6 annual reports of the constituted bodies 2 sets of annual TEC key messages and recommendations to COP 2 SCF Forums Reports/documents/technical papers/draft guidance as per work programmes, including:</p> <ul style="list-style-type: none"> • 4 TEC policy briefs/technical papers/knowledge products • Concrete areas of collaboration established by the PCCB with other constituted bodies • Technical papers/knowledge products and joint events by the PCCB related to the identification of capacity-building needs and gaps and collaboration and non-Party stakeholders <p>Supplementary 2 TEC policy briefs/technical papers/knowledge products 1 TEC workshop and 2 thematic dialogues</p>	<p>Core 6 annual reports of the constituted bodies 2 sets of annual TEC key messages and recommendations to COP 1 SCF Forum Reports/documents/technical papers/draft guidance as per work programmes, including:</p> <ul style="list-style-type: none"> • 2 TEC policy briefs/technical papers/knowledge products • Concrete areas of collaboration established by the PCCB with other constituted bodies <p>Supplementary 1 SCF forum 4 TEC policy briefs/technical papers/knowledge products 1 TEC workshop and 2 thematic dialogues Technical papers/knowledge products and joint events by the PCCB related to the identification of capacity-building</p>	<p>Implementation status of activities under the work programmes</p> <p>Baseline: number of planned activities Target: 100 per cent implementation of planned activities</p> <p>Draft guidance to the operating entities, including the processing of reports by the operating entities to the COP</p> <p>Baseline: 12 Target: 12</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
		needs and gaps and collaboration and non-Party stakeholders	
Objective 3: data and information management			
Manage a trusted repository of climate finance, technology, and capacity-building data and information			
ER300-003-1	Core	Core	Online portal for biennial submissions on Article 9, paragraph 5, updated regularly Baseline: 100 per cent Target: 100 per cent
Parties and the public are provided with authoritative, up-to-date and readily accessible information pertaining to climate finance, technology transfer and capacity-building	Dedicated online portal for posting and recording the biennial communications on Article 9, paragraph 5, of the Paris Agreement	Same as proposed budget	
	Supplementary	Supplementary	Proportion of online data in the modules in the climate finance data portal: 100 per cent Target: 100 per cent
	Comprehensive climate finance portals/websites	Same as proposed budget	
	Up-to-date information platform on technology-related matters (on TT:CLEAR)		Proportion of data and information that are posted online and regularly updated on TT:CLEAR Baseline: 100 per cent Target: 100 per cent
	A functioning web-based capacity-building portal and social media tools allowing a dynamic and constant exchange between Party and non-Party stakeholders dealing with capacity-building		Proportion of data and information that are posted online and regularly updated on the capacity-building portal and web pages of the UNFCCC website dedicated to capacity-building Baseline: 100 per cent Target: 100 per cent
Objective 4: enhance engagement			
Facilitate engagement on means of implementation to promote action towards the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement			
ER400-003-1	Core	Core	Regular engagement and effective collaboration with the GEF, the GCF, the Adaptation Fund, the CTCN, the UNEP/UNIDO consortium as host of the
Engagement in climate finance, technology and capacity-building related activities is	Engagement with the GEF, the GCF, the Adaptation Fund, the CTCN, the	Engagement with the GEF, the GCF, the Adaptation Fund, the CTCN, the UNEP/UNIDO consortium as host of the	

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
enabled, enhanced and recognized	<p>UNEP/UNIDO consortium as host of the CTC and capacity-building institutions</p> <p>Collaboration and engagement with relevant organizations and stakeholders on the implementation of the workplans of the SCF, the TEC and the PCCB, and on matters related to finance, technology and capacity-building</p> <p>Supplementary</p> <p>Fellows from developing countries are supporting the activities of the secretariat</p>	<p>CTC and stakeholders supporting capacity-building activities</p> <p>Supplementary</p> <p>Collaboration and engagement with relevant organizations and stakeholders on the implementation of the workplans of the SCF, the TEC and the PCCB, and on matters related to finance, technology and capacity-building</p> <p>Fellows from developing countries are supporting the activities of the secretariat</p>	<p>CTC and stakeholders supporting capacity-building activities</p> <p>The total number of UNFCCC climate finance, technology and capacity-building related activities and processes benefiting from stakeholder engagement</p> <p>Baseline: NA</p> <p>Target: 20</p> <p>Number of fellows from developing countries supporting the activities of the secretariat</p> <p>Baseline: NA</p> <p>Target: 15</p> <p>Number of outreach materials</p> <p>Baseline: NA</p> <p>Target: 8 per process and body</p> <p>Number of activities to support developing country climate finance strategies</p> <p>Baseline: NA</p> <p>Target: 10</p> <p>Number of concrete activities undertaken in collaboration with the NDC partnership</p>
<p>ER400-003-2</p> <p>Policymakers are supported in understanding and aligning their actions pertaining to climate finance, technology transfer and capacity-building with established objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement</p>	<p>Core</p> <p>Outreach materials, including speeches, infographics, brochures, videos and presentations for all processes and bodies related to the means of implementation</p> <p>Supplementary</p> <p>Facilitated actions through collaboration with relevant stakeholders to support developing countries in their efforts to develop climate finance strategies, including through high-level partner dialogues</p> <p>Effective collaboration between the UNFCCC secretariat and the NDC partnership to facilitate the</p>	<p>Core</p> <p>Same as proposed budget</p> <p>Supplementary</p> <p>Same as proposed budget</p>	<p>Number of outreach materials</p> <p>Baseline: NA</p> <p>Target: 8 per process and body</p> <p>Number of activities to support developing country climate finance strategies</p> <p>Baseline: NA</p> <p>Target: 10</p> <p>Number of concrete activities undertaken in collaboration with the NDC partnership</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	implementation of national level climate action		Baseline: NA Target: 5
	Enhanced outreach materials, including social media use, on matters related to finance, technology and capacity-building		

^a COP 25 and CMA 2 are due to consider institutional arrangements for capacity-building. The proposed budgetary allocations would be sufficient to accommodate the provision of support for regular intergovernmental oversight functions in addition to or in place of the items listed here. Full implementation of any agreed arrangements may require additional resources.

Table 11
2020–2021 resource requirements for the Means of Implementation division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	6 464 200	5 295 160	(1 169 040)	(18.1)
Supplementary funds	4 563 680	5 759 720	1 196 040	26.2
Total resources	11 027 880	11 054 880	27 000	0.2

Table 12
2020–2021 post requirements for the Means of Implementation division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	16	15	(1)
General Service level staff	6	6	
Supplementary	9	10	1
Total	31	31	0

Figure 7
Transparency division budget for 2020–2021 by objective and source of funding
(Millions of euros)

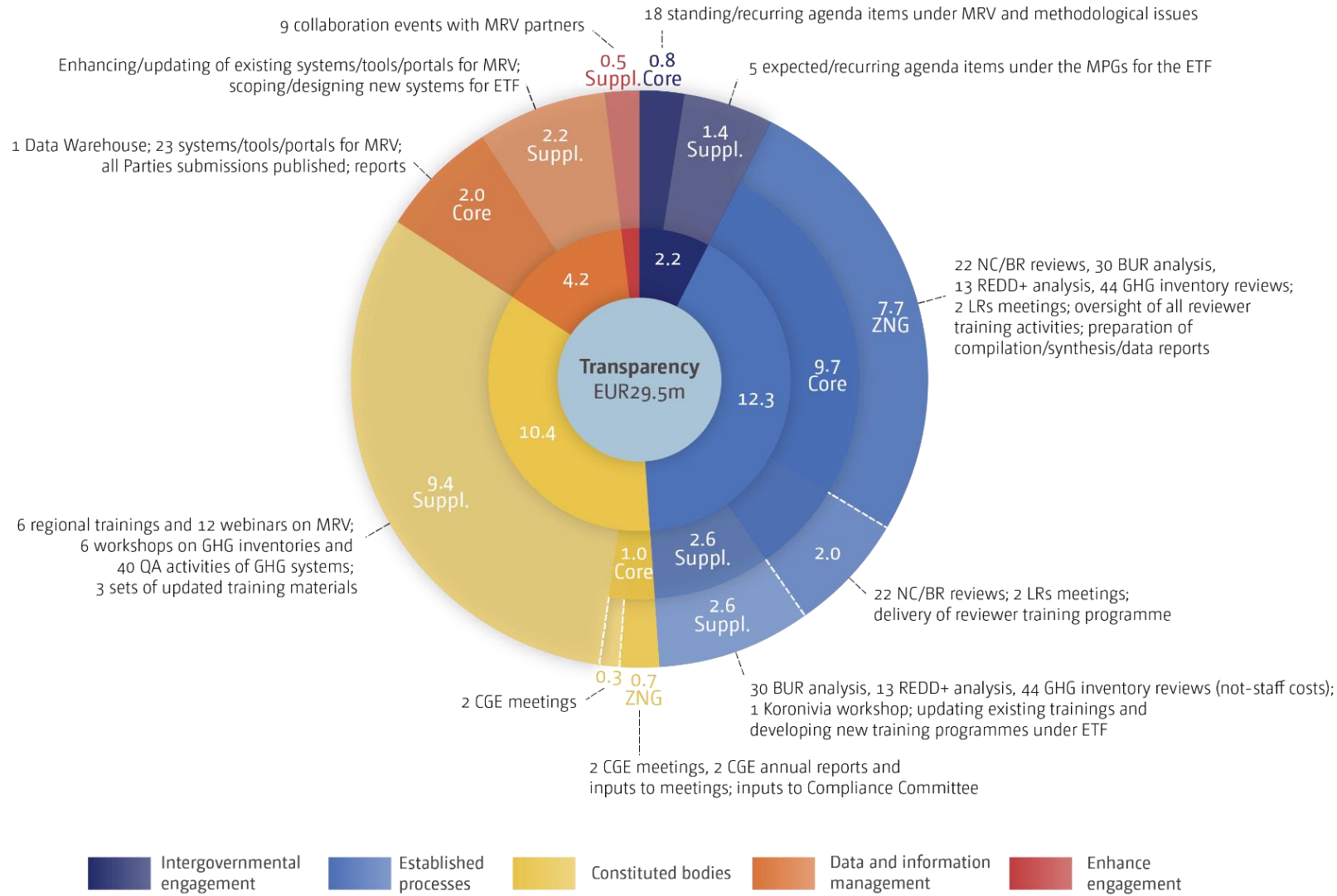


Table 13
2020–2021 objectives, results, outputs and performance indicators for the Transparency division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement with respect to the consideration of the outputs of the established MRV system, the updating of the established MRV system and the development of the ETF			
ER101-004-1 Parties' consideration of the progress of established processes and bodies related to MRV and transparency is facilitated	Core 18 expected/recurring agenda items supported through the preparation of documents, reports and governing body decisions/conclusions: <ul style="list-style-type: none"> • KJWA • Methodological issues under the Convention, the Kyoto Protocol and the Paris Agreement under the existing MRV system and the new ETF, such as GHG inventory, GHG data interface, training of review experts, ICA, IAR, MA and FSV • IPCC guidelines and common metrics • Provision of financial and technical support to developing country Parties 	Core Same as proposed budget	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
ER101-004-2 Parties' further development of the technical aspects of the MPGs for the ETF, including training of experts, is facilitated	Supplementary 5 expected/recurring agenda items under the MPGs for the ETF, supported through the preparation of documents, reports and governing body decisions/conclusions Arrangements are made for organizing the negotiation sessions under the subsidiary bodies and technical working sessions such as workshops	Supplementary Same as proposed budget	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
Objective 1b: established processes			
Support the established intergovernmental processes with respect to an MRV system under the Convention and the Kyoto Protocol and the ETF under the Paris Agreement			
ER102-004-1 The operation of the established	Core Technical analysis of BURs, including FSV; reviews of NCs/BRs, including MA summary	Core Technical analysis of BURs, including FSV; reviews of NCs/BRs, including MA	Number of NC/BR review reports and number of MA summary reports made available

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
intergovernmental MRV system (GHG inventory review, IAR and MA, ICA and FSV, and REDD-plus technical assessments) continues to function effectively and efficiently	<p>reports; reviews of GHG inventories; and REDD-plus technical assessments and analysis</p> <p>44 review reports of NC/BR reviews and 44 MA summary reports (100 per cent)</p> <p>30 reports of BUR technical analysis and 30 FSV records (50 per cent)</p> <p>13 reports on the technical assessment of REDD-plus reference levels and technical analysis of REDD-plus results (50 per cent)</p> <p>44 for each of the status, assessment and review reports of GHG inventory reviews (50 per cent)</p> <p>Compilation and synthesis report of the information contained in the BR4 submissions from developed country Parties is provided</p> <p>Supplementary</p> <p>30 reports of BUR technical analyses and 30 FSV records (50 per cent)</p> <p>13 reports on the technical assessment of REDD-plus reference levels and technical analysis of REDD-plus results (50 per cent)</p> <p>44 of each of the status, assessment and review reports of GHG inventory reviews (50 per cent)</p> <p>Sets of guidelines, reference materials and tools are prepared in order to support: GHG inventories review process NC/BR reviews; BUR technical analyses; REDD-plus technical assessment/analysis</p> <p>1 intersessional workshop under the KJWA</p>	<p>summary reports; reviews of GHG inventories; and REDD-plus technical assessments and analysis</p> <p>22 review reports of NC/BR reviews and 22 MA summary reports (50 per cent)</p> <p>30 reports of BUR technical analysis and 30 FSV records (50 per cent)</p> <p>13 reports on the technical assessment of REDD-plus reference levels and technical analysis of REDD-plus results (50 per cent)</p> <p>44 for each of the status, assessment and review reports of GHG inventory reviews (50 per cent)</p> <p>Compilation and synthesis report of the information contained in the BR4 submissions from developed country Parties is provided</p> <p>Supplementary</p> <p>22 review reports of NC/BR reviews and 22 MA summary reports (50 per cent)</p> <p>30 reports of BUR technical analyses and 30 FSV records (50 per cent)</p> <p>13 reports on the technical assessment of REDD-plus reference levels and technical analysis of REDD-plus results (50 per cent)</p> <p>44 of each of the status, assessment and review reports of GHG inventory reviews (50 per cent)</p> <p>Sets of guidelines, reference materials and tools are prepared in order to support: GHG inventories review process NC/BR reviews; BUR technical analyses; REDD-plus technical assessment/analysis</p> <p>1 intersessional workshop under the KJWA</p>	<p>Baseline: 44 NC/BR review reports and 44 MA summary reports</p> <p>Target: 44 NC/BR review reports and 44 MA summary reports</p> <p>Number of BURs and number of FSV records made available</p> <p>Baseline: 40 BURs and 40 FSV records</p> <p>Target: 60 BURs and 60 FSV records</p> <p>Number of REDD-plus technical assessment and technical analysis reports made available</p> <p>Baseline: 26 reports</p> <p>Target: 26 reports</p> <p>Number of GHG inventory status, assessment and review reports made available</p> <p>Baseline: 88 for each of the three sets of reports</p> <p>Target: 88 for each of the three sets of reports</p> <p>Compilation and synthesis report of the information contained in the BR4 submissions</p> <p>Baseline: 1 report</p> <p>Target: 1 report</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
ER102-004-2 The operation of the established intergovernmental processes with respect to training reviewers under the existing MRV and for the new ETF continues to function effectively and efficiently	Core Quality and coherence across all UNFCCC reviewer training programmes Supplementary New experts are trained to meet the increasing demand of the existing MRV process and prepare for the transition to ETF (50 experts for GHG reviews, 50 experts for NC/BR reviews and 75 experts for BUR technical analyses) Existing training modules for MRV are updated; new training programmes for ETF are developed and implemented	Core Same as proposed budget Supplementary Same as proposed budget	Number of new experts who successfully complete the training requirements to take part in the review or analysis processes under the Convention, the Kyoto Protocol and the Paris Agreement Baseline: 150 Target: 175
ER102-004-3 The initiation of the operation of the ETF is facilitated	Supplementary The technical needs for developing country Parties participating in the MRV process are identified Technical and implementation guidance for the transition of Parties from MRV to ETF is developed	Supplementary Same as proposed budget	Arrangements are made to reflect the requirements from the MPGs of ETF in the new systems, tools and training activities undertaken by the secretariat Baseline: NA Target: 100 per cent
ER102-004-4 Constituted bodies are enabled to meet and perform their assigned functions through substantive and organizational support, and process-related advice	Core 2 BR/NC lead reviewers meetings 2 updates of BR/NC reviewer practice guidelines; 2 GHG inventory lead reviewers' meetings 2 updates of GHG inventory reviewer practice guidelines	Core 1 BR/NC lead reviewers meeting 1 update of BR/NC reviewer practice guidelines 1 GHG inventory lead reviewers meeting 1 update of GHG inventory reviewer practice guidelines Supplementary 1 BR/NC lead reviewers meeting 1 update of BR/NC reviewer practice guidelines 1 GHG inventory lead reviewers meeting 1 update of GHG inventory reviewer practice guidelines	Organization of the annual meeting of lead reviewers for BR/NC submissions and the annual meeting of lead reviewers for GHG inventories, including preparatory materials, analytical papers and conclusions Baseline: 4 meetings Target: 4 meetings

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 2: constituted bodies			
Enable the CGE to fulfil its mandate in assisting developing country Parties to implement MRV arrangements and new ETF and enable other constituted bodies and expert groups to engage in MRV matters to fulfil their mandates			
ER200-004-1 Constituted bodies are enabled to meet and perform their assigned functions through substantive and organizational support, and process-related advice	Core 4 regular CGE meetings; meeting agenda and outcomes made available for each	Core 2 regular CGE meetings; meeting agenda and outcomes made available for each Supplementary 2 regular CGE meetings; meeting agenda and outcomes made available for each	Agenda and documentation of meeting outcomes made available in accordance with the rules of procedure of the bodies Baseline: 100 per cent Target: 100 per cent
ER200-004-2 Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes	Core 2 annual reports of the CGE Reports/documents/technical papers as per work programmes of the CGE and the Compliance Committee under the Kyoto Protocol Supplementary Technical guidance materials/tools on the application of MPGs for the ETF A database on the technical needs of developing country Parties to participate in the existing MRV and the ETF 3 regional workshops on the preparation of NCs/BURs 4 regional workshops on the MPGs for the ETF Updated online CGE e-learning programme and e-network	Core Same as proposed budget Supplementary Same as proposed budget	Implementation status of activities under the work programmes Baseline: number of planned activities Target: 100 per cent implementation of planned activities
ER200-004-3 Developing country Parties are provided with support and training, as appropriate, to facilitate	Supplementary 6 regional trainings and 12 webinars on the existing MRV and the new ETF 6 workshops on building sustainable national GHG inventory management systems, and the	Supplementary Same as proposed budget	Number of national experts from developing country Parties trained on MRV and ETF Baseline: not available Target: 300 experts

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
their implementation of agreed UNFCCC provisions under the existing MRV system and the new ETF	<p>use of the <i>2006 IPCC Guidelines for National Greenhouse Gas Inventories</i></p> <p>40 quality assurance activities of the GHG inventory management systems of developing country Parties</p> <p>3 sets of updated training materials on GHG inventories and an online training programme on themes covered by NCs, BURs and biennial transparency reports, as well as on institutional arrangements necessary to support MRV and ETF</p>		<p>Number of developed new training materials covering the MRV and ETF</p> <p>Baseline: not available</p> <p>Target: at least 2 sets of new training materials</p>

Objective 3: data and information management

Maintain the transparency data hub as the authoritative and trusted repository of data and information in relation to the existing MRV and the new ETF in supporting climate change action by Parties and other stakeholders

ER300-004-1	Core	Core	
Parties and the public are provided with up-to-date and readily accessible information on MRV, transparency and REDD-plus, including the UNFCCC data warehouse	<p>1 web platform displaying the latest information on MRV, transparency and REDD-plus</p> <p>Around 230 expected documents submitted officially by Parties under the current MRV system provided on the UNFCCC website and portals</p> <p>Published reports, such as the COP annual summary report with trends in GHG emissions by sources and removals by sinks (GHG data report) and detailed data reports on GHG information and accounting units under the Kyoto Protocol</p> <p>Operational and up-to-date data warehouse linked with reporting tools such as the CRF Reporter and submission portal</p> <p>Inputs to the United Nations data portal</p>	Same as proposed budget	<p>Updated information on the UNFCCC portal and other official media channels on MRV, transparency and REDD-plus</p> <p>Baseline: not available</p> <p>Target: 100 per cent</p> <p>Number of submissions (BRs, BURs, GHG inventories, REDD-plus) processed and made available on UNFCCC website within 3 days of receipt</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p> <p>Number of mandated reports published in accordance with established deadlines</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p> <p>Updated information on the UNFCCC GHG data interface</p> <p>Baseline: 6 releases (3 per year)</p> <p>Target: 6 releases</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
ER300-004-2 All systems, applications and tools used across the reporting, review, analysis and multilateral consideration processes are maintained and enhanced	<p>Core 23 systems, applications, tools and portals used across the existing MRV system are maintained</p> <p>Supplementary 23 systems, applications, tools and portals used across the existing MRV system are enhanced or updated as required 3 new systems required to support the new ETF are scoped and designed</p>	<p>Core Same as proposed budget</p> <p>Supplementary Same as proposed budget</p>	<p>Input provided to United Nations data portal Baseline: 1 per year Target: 1 per year</p> <p>Number of systems, applications, tools and portals continuously available to users Baseline: 23 Target: 26 systems, applications, tools and portals (including new ones under the ETF to be developed from 2020)</p>
Objective 4: enhance engagement			
Facilitate participation to promote action by strengthening collaboration, coordination and partnerships with other organizations working on MRV and ETF matters			
ER400-004-1 Parties are provided with support and training to facilitate their implementation of agreed MRV and transparency provisions	<p>Supplementary Collaboration and partnership activities with United Nations and other intergovernmental organizations working on MRV, ETF and data matters; training 4 meetings of the MRV/ Transparency Group of Friends 5 regional MRV/ transparency networks for South–South cooperation</p>	<p>Supplementary Same as proposed budget</p>	<p>Number of partnerships maintained, meetings attended, presentations made and data sets exchanged Baseline: not available Target: 100 per cent</p> <p>Number of meetings of the groups supported Baseline: not available Target 100 per cent</p>

Table 14
2020–2021 resource requirements for the Transparency division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	13 461 360	11 169 640	(2 291 720)	(17.0)
Supplementary funds	16 061 558	18 542 278	2 480 720	15.4
Total resources	29 522 918	29 711 918	189 000	0.6

Table 15
2020–2021 post requirements for the Transparency division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	36	29	(7)
General Service level staff	12	12	
Supplementary	20	27	7
Total	68	68	-

B. Operations department

Figure 8
Operations Coordination budget for 2020–2021 by objective and source of funding
 (Millions of euros)

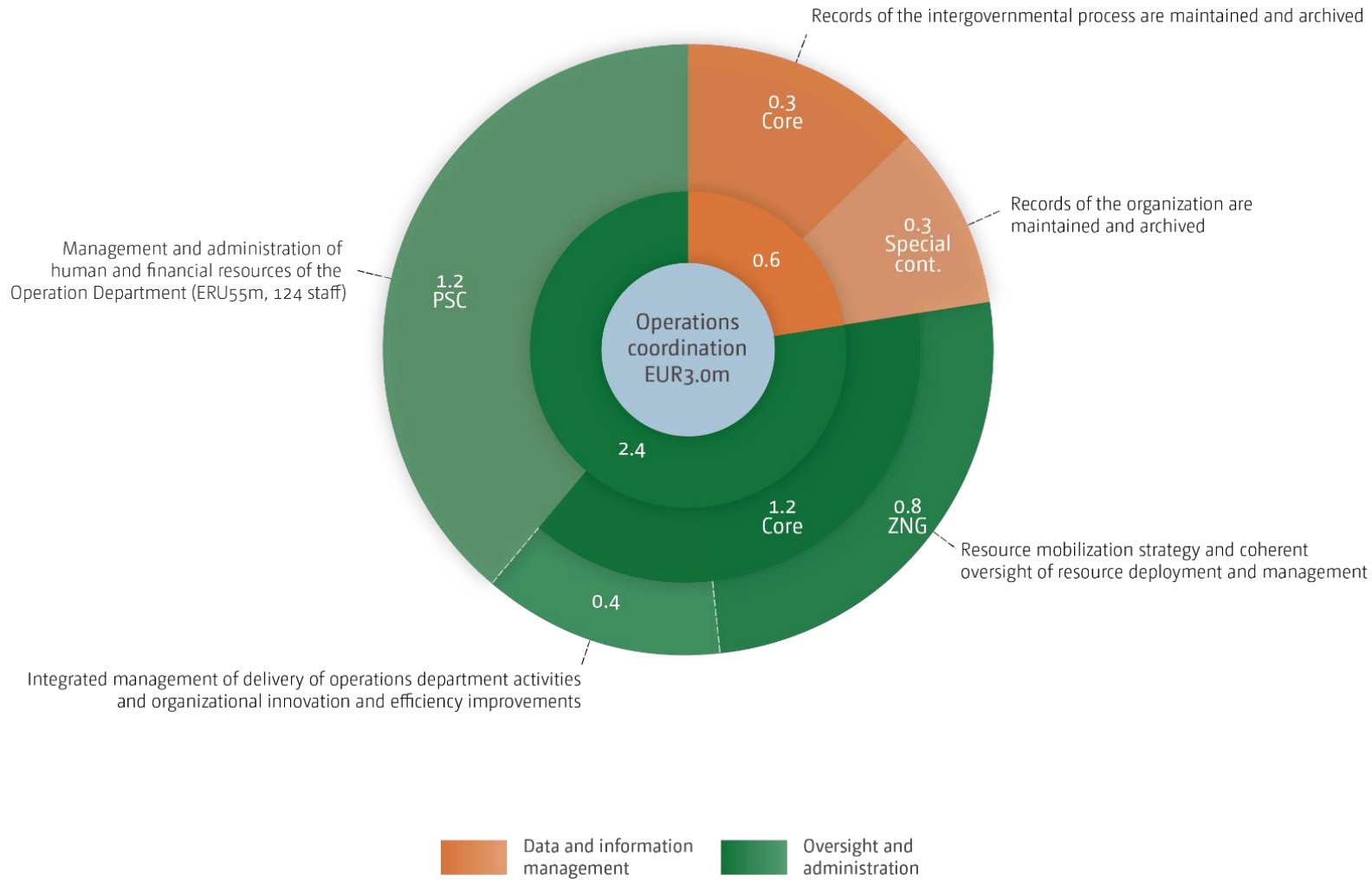


Table 16
2020–2021 objectives, results, outputs and performance indicators for Operations Coordination

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 3: data and information management			
Manage a trusted repository of data and information supported by effective records management			
ER300-011-1	Core	Core	Inactive records transferred from divisions
Parties and the public are provided with authoritative, up-to-date and readily accessible information on the UNFCCC process	Manage the inactive records centre, facilitate the transfer of inactive records from offices and provide records loan services Manage the production and transfer of COP, CMA, CMP and subsidiary body meeting recordings to media repositories, and facilitate access to recordings for both staff and external clients Manage the electronic records management system and support offices to manage digital records	Same as proposed budget	Baseline: 12 transfers in 18 linear metres processed Target: 12 transfers in 18 linear metres processed Complete meeting recordings archived in the digital media repository and in-session audiovisual services facilitated to the subsidiary bodies and the COP Audiovisual access requests fulfilled Baseline: 50 request retrievals Target: 50 request retrievals Electronic records captured in electronic records management system Baseline: 3,000 Target: 10,000
	Supplementary	Supplementary	Number of guided tours facilitated
	Maintain the UNFCCC history gallery and provide guided gallery tours to staff, delegates and visitors	Same as proposed budget	Baseline: 9 tours Target: 15 tours
Objective 5: oversight and administration			
Effectively manage and administer the Operations department to ensure effective coordination, continued operational improvement and effective resource mobilization and partnerships			
ER500-012-1	Core	Core	Number of Party and non-Party donors
Financial resources and partnerships are effectively mobilized in accordance with relevant United Nations regulations and due diligence processes	Secretariat-wide activities to mobilize resources and develop mutually beneficial partnerships Development and maintenance of strategic engagements with key stakeholders, including within the	Same as proposed budget	Baseline: 25 Parties and 5 non-Parties Target: 35 Parties and 15 non-Parties Amount of supplementary funding raised from non-Party donors Baseline: USD 2.34 million in 2015–2016 Target: USD 3 million

	United Nations system and with Parties, international organizations, civil society, foundations, private sector, individuals and other stakeholders at the international, regional and national level		Number of active partnerships Baseline: NA Target: 20
The human and financial resources and other assets of the Operations divisions are effectively managed in accordance with relevant United Nations regulations	Other (programme support costs) Effective and efficient financial and human resource management of the Operations department	Other (programme support costs) Same as proposed budget	Expenditure levels compared with the approved budget and available cash Baseline: 99 per cent Target: 99 per cent

Table 17
2020–2021 resource requirements for Operations Coordination

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	1 554 320	1 177 960	(376 360)	(24.2)
Special contribution from host country	276 040	276 040	-	-
Supplementary funds	-	403 360	403 360	/
Other funds	1 143 960	1 143 960	-	-
Total resources	2 974 320	3 001 320	27 000	0.9

Table 18
2020–2021 post requirements for Operations Coordination

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	2	1	(1)
General Service level staff	1	1	-
Supplementary	-	1	1
Other funds	7	7	-
Total	10	10	-

Table 19

2020–2021 objectives, results, outputs and performance indicators for the Legal Affairs division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement by providing independent legal and procedural advice and services			
ER101-007-1	Core	Core	Provision of sought advice in respect of all output from presiding officers, Bureau members Baseline: 100 per cent Target: 100 per cent
Operation of intergovernmental negotiations is facilitated	Provision of legal, procedural and, when applicable, substantive advice to presiding officers of the governing and subsidiary bodies, including officers under presiding officers' authority, and to Bureaux members in respect of the conduct of the negotiation process Provision of accurate information and data in respect of the UNFCCC electoral process	Same as proposed budget	
	Supplementary	Supplementary	
	Development of a fully automated electoral and membership platform for processing nominations and generating information on nominations and membership	Same as proposed budget	
Objective 2: constituted bodies			
Enable the Compliance Committee under the Kyoto Protocol and the Compliance and Implementation Committee under the Paris Agreement and other constituted bodies to fulfil their mandates			
ER200-007-1	Core	Core	Number of meetings of bodies Baseline: minimum number of mandated meetings Target: minimum number of mandated meetings
Constituted bodies are enabled to meet and perform their assigned functions through sound legal and procedural advice	8 meetings (including two branches and the plenary of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement); meeting agenda and outcomes made available for each	4 meetings (including two branches and the plenary of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement); meeting agenda and outcomes made available for each	
	Supplementary	Supplementary	Agenda and documentation of meeting outcomes made available following sought advice are in accordance with the rules of procedure of the bodies Baseline: 100 per cent Target: 100 per cent
		4 meetings (including two branches and the plenary of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement); meeting agenda and outcomes made available for each	

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
ER200-007-2 Constituted bodies are provided with quality support in the delivery and implementation of their mandates and work programmes	<p>Core</p> <p>4 annual reports of the Compliance Committee and the Implementation Committee under the Paris Agreement</p> <p>Reports as per the work programmes of the Compliance Committee under the Kyoto Protocol and the Implementation Committee under the Paris Agreement</p> <p>Provision of legal and procedural advice to all constituted bodies and institutional arrangements under the Convention, the Kyoto Protocol and the Paris Agreement</p> <p>Other (CDM Trust Fund)</p> <p>Provision of legal and procedural advice on the implementation of the cooperative implementation instruments under the Kyoto Protocol</p>	<p>Core</p> <p>Same as proposed budget</p> <p>Other</p> <p>Same as proposed budget</p>	<p>Implementation status of activities under the work programmes</p> <p>Baseline: number of planned activities</p> <p>Target: 100 per cent implementation of planned activities</p> <p>Proportion of legal and procedural issues raised in the context of the work of the constituted bodies and mechanisms is dealt with within agreed quality and time frames</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>
Objective 4: enhance engagement			
Facilitate engagement in the UNFCCC process through the provision of legal advice and capacity-building			
ER400-007-2 Policymakers are supported in understanding and aligning their actions with established objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	<p>Core</p> <p>Provision of legal advice on questions relating to ratification and to implementation of the Convention, the Kyoto Protocol and its amendments, and the Paris Agreement, as well as to the implementation of related MPGs and other decisions</p> <p>Supplementary</p> <p>Provision of assistance to Parties, upon request, to develop legal capacity-building and legal training/education products and tools</p> <p>Research and analysis of issues, and preparation of advice in response to inquiries from stakeholders</p> <p>Upon Parties' request:</p>	<p>Core</p> <p>Same as proposed budget</p> <p>Supplementary</p> <p>Same as proposed budget</p>	<p>Number of interested Parties trained and/or assisted on legal matters</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<ul style="list-style-type: none"> • Provision of advice and other services to Parties to assist them in better understanding the new components of the climate change regime and advance their climate change related legislation • Development of training materials and modules to foster legal knowledge and understanding of the Paris Agreement, related decisions and MPGs, and participation in climate change negotiations 		
Objective 5: oversight and administration			
Effectively manage and administer the secretariat by protecting its legal interest, minimizing its liability and maximizing its operational efficiency			
ER500-007-1	Core	Core	
The legal interests of the secretariat and the UNFCCC process are protected, and legal liabilities are minimized	<p>Provision of comprehensive advice on institutional and personnel matters, administrative and financial rules, policies and procedures, and privileges and immunities</p> <p>Provision of comprehensive advice on and negotiation of a variety of legal agreements to be entered into by the secretariat</p> <p>Provision of comprehensive advice on legal aspects of public–private partnerships and fundraising activities</p>	<p>Provision of partial and basic advice on institutional and personnel matters, administrative and financial rules, policies and procedures, and privileges and immunities</p> <p>Provision of partial and basic advice on and negotiation of a variety of legal agreements to be entered into by the secretariat</p> <p>Provision of partial and basic advice on legal aspects of public–private partnerships and fundraising activities</p>	<p>The absence of instances in which, unless waived, the status of privileges and immunities of the UNFCCC are not maintained Baseline: 0 instances Target: 0 instances</p> <p>Number of claims filed against the organization Baseline: 0 instances Target: 0 instances</p> <p>Proportion of legal agreements between the secretariat and outside entities that are concluded in a legally sound manner Baseline: 100 per cent Target: 100 per cent</p> <p>Number of concerns raised by the Board of Auditors and Office of Legal Affairs of the United Nations on the adequacy and appropriateness of legal arrangements entered into by the secretariat that are not resolved within six months</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
			Baseline: 0 Target: 0
	Supplementary NA	Supplementary Provision of enhanced advice on institutional and personnel matters, administrative and financial rules, policies and procedures, and privileges and immunities Provision of enhanced advice on and negotiation of a variety of legal agreements to be entered into by the secretariat Provision of enhanced advice on legal aspects of public-private partnerships and fundraising activities	

Table 20
2020–2021 resource requirements for the Legal Affairs division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	3 209 440	2 476 760	(732 680)	(22.8)
Supplementary funds	1 502 840	2 289 520	786 680	52.3
Other funds	303 360	303 360	-	-
Total resources	5 015 640	5 069 640	54 000	0.1

Table 21
2020–2021 post requirements for the Legal Affairs division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	7	6	(1)
General Service level staff	4	3	(1)
Supplementary	5	7	2
Other funds	1	1	-
Total	17	17	-

Figure 10
Conference Affairs division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

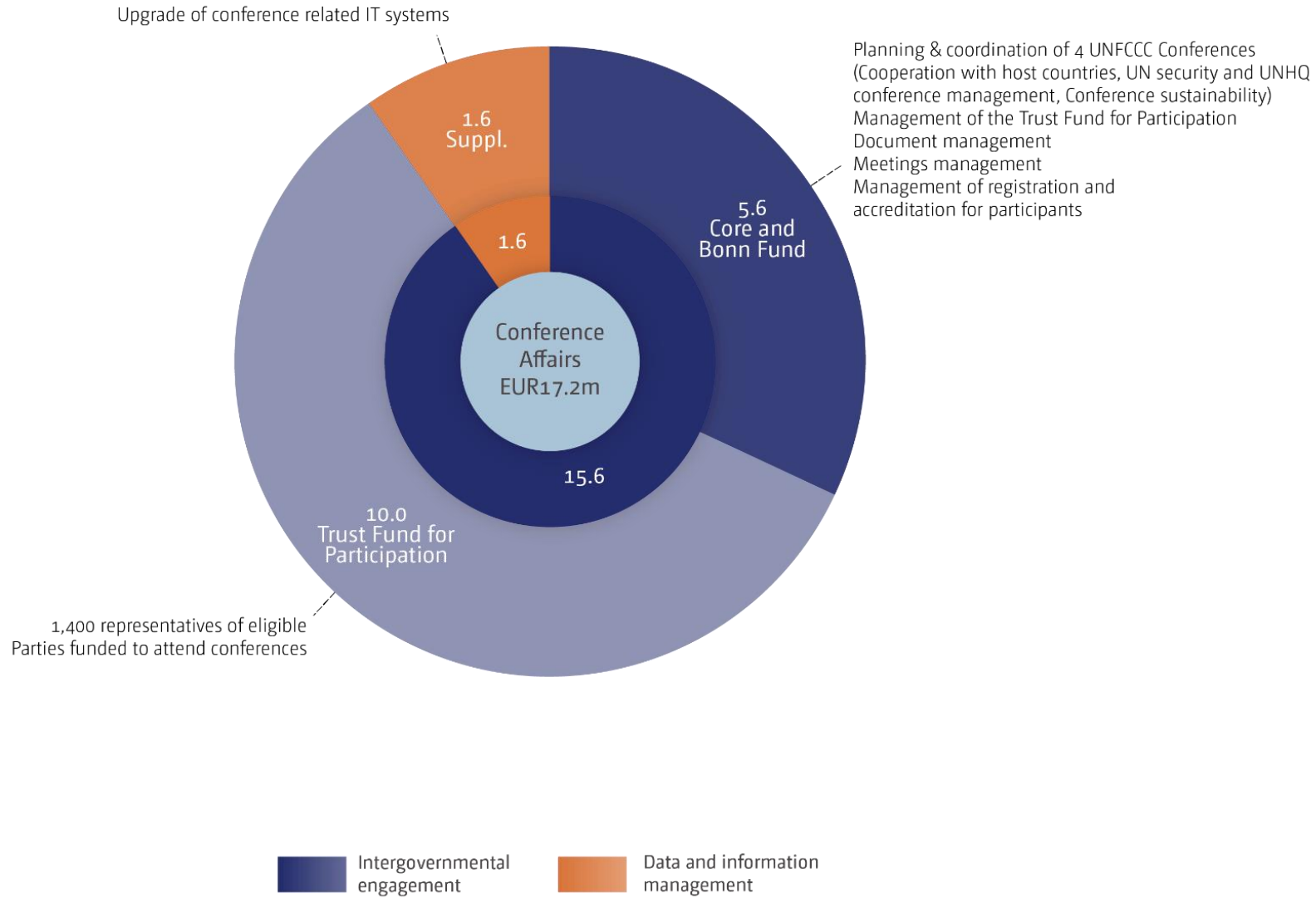


Table 22
2020–2021 objectives, results, outputs and performance indicators for the Conference Affairs division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on responding to the threat of climate change, including by providing effective organizational, logistical and document support			
ER101-008-1	Core and Bonn Fund	Core and Bonn Fund	
Operation of intergovernmental negotiations is facilitated	<p>Servicing UNFCCC sessions, in-session meetings and other meetings/workshops/events:</p> <ul style="list-style-type: none"> • 2 host country agreements, 2 funding agreements and 2 session budgets • 4 information products for participants • 4 instances of coordination of recruitment and management of local staff during sessions • Processing funding for representatives of Parties for sessions (approximately 1,400 representatives) • Visa processing for participants facilitated with the host country (750–1,600 visas) • Registration and accreditation of representatives of Parties, observer States, observer organizations and media for sessions (approximately 80,000) • Reduced GHG emissions for sessions and events <p>Provision of documentation:</p> <ul style="list-style-type: none"> • Timely publishing of official documents in all six official languages of the United Nations where applicable and possible • Processing of unofficial documents and in-session negotiating drafts and their publication to the UNFCCC website 	Same as proposed budget	<p>Percentage of services made available to Parties, observers and other stakeholders on time and within budget Baseline: 90 per cent Target: >90 per cent</p> <p>Level of satisfaction among participants with the quality of conference services provided at sessions Baseline: 90 per cent Target: >90 per cent</p> <p>Available funding fully utilized to maximize number of representatives of eligible Parties attending the conference Baseline: 90 per cent Target: 90 per cent</p> <p>Percentage of climate-neutral UNFCCC events Baseline: 80 per cent Target: >80 per cent</p> <p>Percentage of documents made available on time Baseline: 90 per cent Target: 90 per cent</p> <p>Degree of satisfaction with documentation-related services, as evidenced by the results of external and internal client surveys Baseline: 85 per cent Target: >85 per cent</p>

Objective 3: data and information management

Manage a trusted repository of data and information in support of the intergovernmental response to the threat of climate change by providing innovative conference-related IT systems

ER300-008-1	Supplementary	Supplementary	Number of innovative conference-related IT systems developed
Authoritative, up-to-date and readily accessible information is made available	Development of efficient and innovative conference-related IT systems, including online registration system, online funding and visa system, online daily badge system and official electronic documentation system	Same as proposed budget	Baseline: 80 per cent Target: 80 per cent

Table 23
2020–2021 resource requirements for the Conference Affairs division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>per cent</i>
Core budget	2 648 240	2 648 240	-	-
Supplementary funds	1 644 600	1 644 600	-	-
Participation Fund	10 028 000	10 028 000	-	-
Bonn Fund	2 878 096	2 878 096	-	-
Total resources	17 198 936	17 198 936	-	-

Table 24
2020–2021 post requirements for the Conference Affairs division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	7	7	-
General Service level staff	3	3	-
Supplementary	1	1	-
Other funds (Bonn Fund)	7	7	-
Total	18	18	-

Figure 11
Administrative Services, Human Resources, and Information and Communication Technology division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

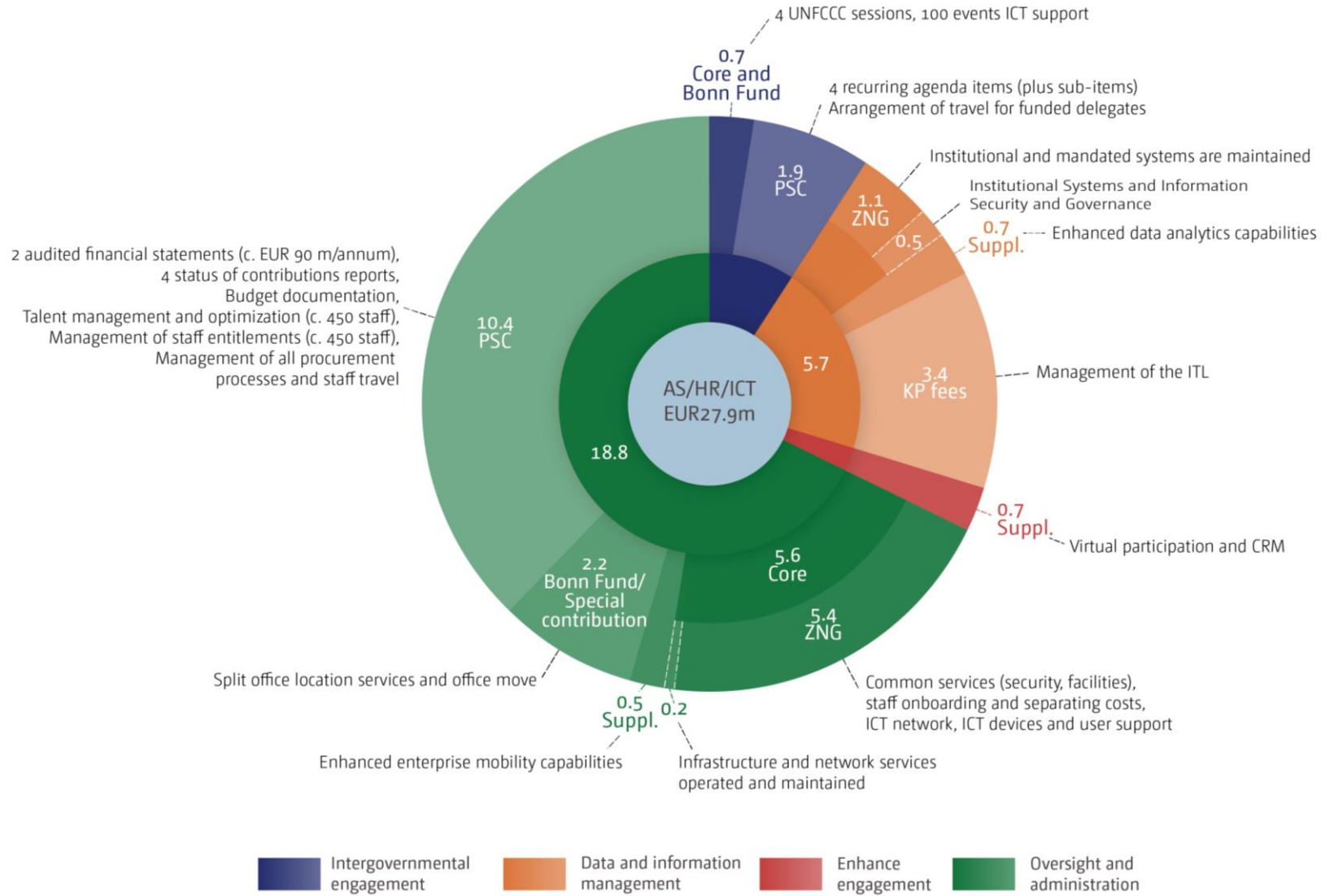


Table 25

2020–2021 objectives, results, outputs and performance indicators for the Administrative Services, Human Resources, and Information and Communication Technology division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on responding to the threat of climate change by providing effective ICT and travel support			
ER101-009-1	Core	Core	Compliance with agreed service levels for IT services, systems and support Baseline: 100 per cent Target: 100 per cent
The operation of the intergovernmental negotiations is facilitated	4 Climate Change Conferences serviced with ICT support, including virtual conferencing and messaging, service desk and conference support systems Around 100 meetings and workshops serviced with ICT support, including virtual conferencing and messaging, service desk and conference support systems	Same as proposed budget	
	Supplementary	Supplementary	
	Virtual meeting/participation system maintained and supported	Same as proposed budget	
	Other (programme support costs)	Other (programme support costs)	Proportion of participants attending meetings versus nominations Baseline: 85 per cent Target: 90 per cent
	Arrangement of travel of participants	Same as proposed budget	
Objective 3: data and information management			
Manage a trusted repository of data and information in support of the intergovernmental response to the threat of climate change			
ER300-009-1	Core	Core	Proportion of systems and platforms supported meeting the specified requirements and being delivered on time Baseline: 90 per cent Target: 95 per cent
Parties and the public are provided with authoritative, up-to-date and readily accessible data and information	Mandated systems supported and maintained Integral institutional systems and platforms supported and maintained Information security and governance of infrastructure and applications provided	Mandated systems supported and maintained	

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	Supplementary	Supplementary	Compliance with the information security plan Baseline: 100 per cent Target: 100 per cent
	Base enterprise stakeholder relationship management capability maintained Sustainable enterprise data analytics capabilities created	Integral institutional systems and platforms supported and maintained Information security and governance of infrastructure and applications provided Base enterprise stakeholder relationship management capability maintained Sustainable enterprise data analytics capabilities created	Proportion of ICT services provided in accordance with the defined frameworks Baseline: 100 per cent Target: 100 per cent
	Other (ITL)	Other (ITL)	
	The ITL supported and maintained	Same as proposed budget	

Objective 5: Oversight and administration

Manage and administer the secretariat effectively, including its financial, human resources, IT infrastructure and services as well as managing procurement processes and providing travel services to staff

ER500-009-1	Other (programme support costs)	Other (programme support costs)	Documents and reports are delivered and delivered on time Baseline: 100 per cent Target: 100 per cent
The financial resources of the secretariat are effectively managed in accordance with relevant United Nations regulations	4 sessional meetings 4 status of contributions reports 2 audited financial statements 2 budget performance and programme delivery reports 1 budget and workplan document for the biennium 2022–2023 90 reports in line with supplementary funding agreements Implemented financial-related audit recommendations	4 sessional meetings 4 status of contributions reports 2 audited financial statements 2 budget performance and programme delivery reports 1 budget and workplan document for the biennium 2022–2023 100 reports in line with supplementary funding agreements	Proportion of donor reports submitted on time Baseline: 80 per cent Target: 90 per cent Implementation rate of audit recommendations relating to financial and administrative matters Baseline: 80 per cent Target: 90 per cent
ER500-009-2	Core (secretariat-wide costs)	Core (secretariat-wide costs)	Average number of days per year spent by staff members on learning and development activities Baseline as at December 2018: 2.07 days Target: 3 days
The human resources of the secretariat are effectively recruited, administered and trained in accordance with relevant United Nations regulations	Learning, development and career support for core staff Timely processing of core staff entitlements and benefits	Less learning, development and career support for core staff and less processing of core staff entitlements and benefits commensurate with lower number of core staff	

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
	<p>Other (programme support costs) Improved talent acquisition outreach initiatives Improved human resources data for decision makers Platform for performance appraisal, support, guidance and advice to managers and staff Learning, development and career support for non-core staff Timely processing of non-core staff entitlements and benefits</p>	<p>Other (programme support costs) Same as proposed budget</p>	<p>Proportion of eligible female candidates in the applicant pool for fixed-term appointments Baseline: 40 per cent Target: 45 per cent</p> <p>Proportion of eligible candidates from non-Annex I Parties in the applicant pool for fixed-term selection processes in the Professional and higher categories Baseline: 40 per cent Target: 44 per cent</p> <p>Number of staff promoted within the organization from General Service to Professional levels and within Professional level</p>
<p>ER500-009-3 Procurement processes, travel services and other assets of the secretariat are effectively managed in accordance with relevant United Nations regulations</p>	<p>Core (secretariat-wide costs) Appropriate premises and facilities, including relocation to new building, for core staff and operations Reduced climate emissions and remaining balance offset for core staff and operations</p> <p>Other (programme support costs) Goods and services supplied Arrangement of travel of staff Appropriate premises and facilities, including relocation to new building, for core staff and operations Reduced climate emissions and remaining balance offset for core staff and operations</p>	<p>Core (secretariat-wide costs) Same as proposed budget</p> <p>Other (programme support costs) Same as proposed budget</p>	<p>Per capita carbon footprint of the secretariat's facility operations and travel Baseline: 9 tonnes carbon dioxide equivalent Target: 7 tonnes carbon dioxide equivalent</p> <p>Proportion of procurement cases processed within established time frames Baseline: 99 per cent Target: 99 per cent</p> <p>Average number of responses received per tender Baseline: 5 Target: 8</p> <p>Average percentage difference between the price of offers selected and the highest offers received Baseline: 33 per cent Target: 35 per cent</p>

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
ER500-009-5 IT infrastructure and services are effectively managed in accordance with relevant United Nations regulations	Core End-user ICT devices and ICT services provided Information security and governance of infrastructure and applications provided Infrastructure and network services operated and maintained	Core End-user ICT devices and ICT services provided Information security and governance of infrastructure and applications provided	Proportion of requests responded to per defined service levels Baseline: 98 per cent Target: 99 per cent
	Supplementary Enhanced enterprise mobility capabilities provided	Supplementary Infrastructure and network services operated and maintained Enhanced enterprise mobility capabilities provided	Proportion of data centre services and support provided per defined service levels Baseline: 100 per cent Target: 100 per cent Compliance with the information security plan Baseline: 100 per cent Target: 100 per cent
	Other (Bonn fund, split office fund) End-user ICT devices and ICT services provided	Other (Bonn fund, split office fund) Same as proposed budget	Proportion of ICT services provided in accordance with the defined frameworks Baseline: 100 per cent Target: 100 per cent

Table 26
2020–2021 resource requirements for the Administrative Services, Human Resources, and Information and Communication Technology division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	7 832 085	6 818 480	(1 013 605)	(12.9)
Supplementary funds	2 005 570	2 798 050	792 480	4.0
Kyoto Protocol fees (ITL)	3 369 126	3 369 126	0	0
Other (programme support costs, Bonn Fund, special contribution from host country)	14 656 662	14 656 662	0	0
Total resources	27 863 442	27 944 442	(221 125)	(0.7)

Table 27

2020–2021 post requirements for the Administrative Services, Human Resources, and Information and Communication Technology division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	10	7	(3)
General Service level staff	2	2	0
Supplementary	-	3	3
Kyoto Protocol fees (ITL)	4.5	4.5	0
Other (programme support costs, Bonn Fund, special contribution from host country)	60	60	
Total	73.5	73.5	(0)

C. Cross-cutting divisions

Figure 12
Intergovernmental Support and Collective Progress division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

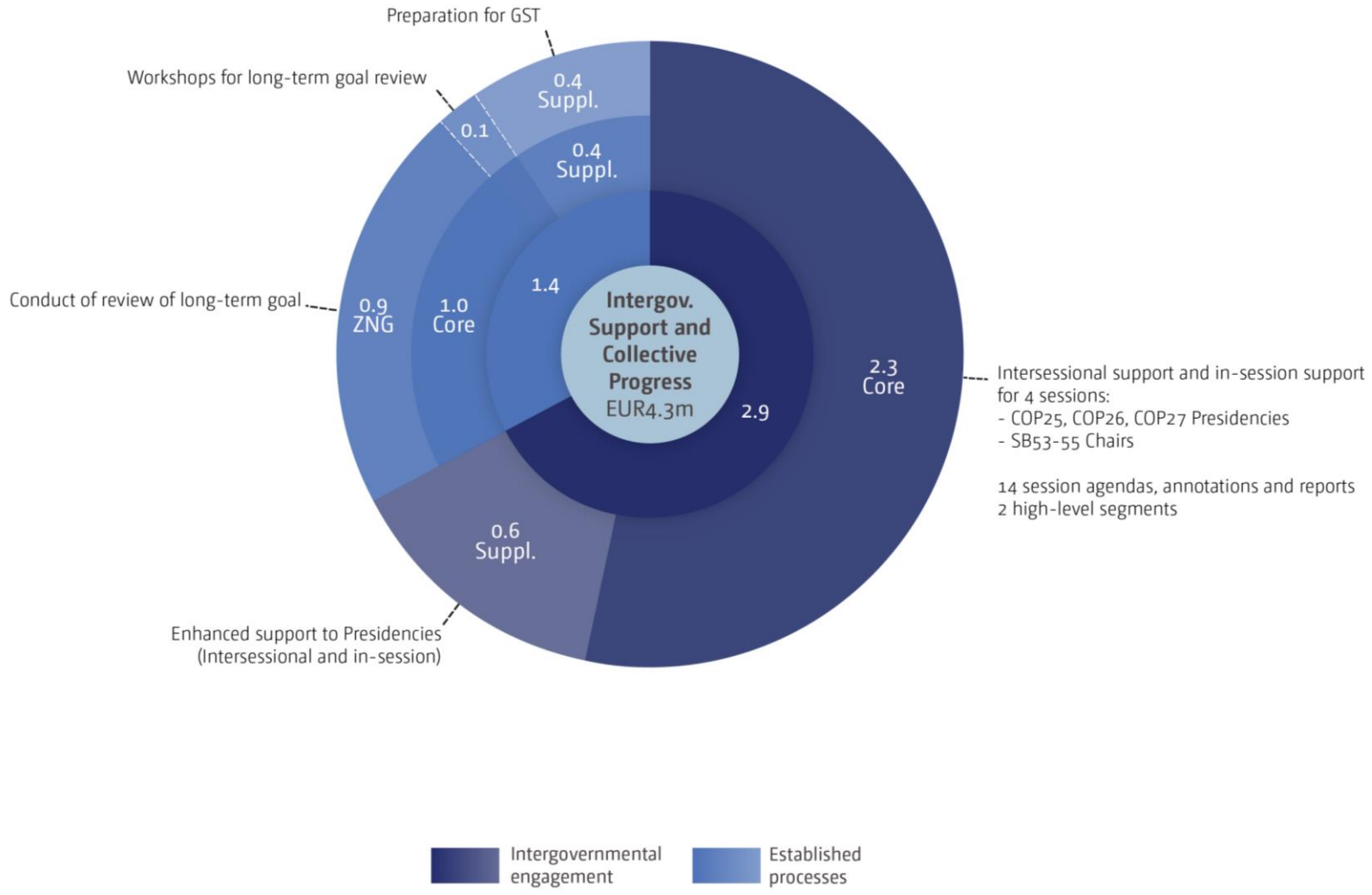


Table 28

2020–2021 objectives, results, outputs and performance indicators for the Intergovernmental Support and Collective Progress division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on responding to the threat of climate change by providing effective organizational and procedural support, as appropriate, to the governing, subsidiary and constituted bodies established under the Convention, the Kyoto Protocol and the Paris Agreement			
ER101-005-1	Core	Core	
The governing (COP, CMP, CMA) and subsidiary (SBI, SBSTA) bodies are enabled to operate	14 provisional agendas and their annotations: <ul style="list-style-type: none"> • COP (2) • CMP (2) • CMA (2) • SBSTA (4) • SBI (4) 14 reports on the sessions: <ul style="list-style-type: none"> • COP (2) • CMP (2) • CMA (2) • SBSTA (4) • SBI (4) 2 high-level segments	Same as proposed budget	The annotated agendas for the sessions of COP, CMP, CMA, SBSTA and SBI are published in advance of the sessions in accordance with the relevant timelines Baseline: 100 per cent Target: 100 per cent The reports on the sessions of COP, CMP, CMA, SBSTA and SBI are published after the sessions in accordance with the relevant timelines Baseline: 100 per cent Target: 100 per cent
ER101-005-2	Core	Core	
Presiding officers and the Bureaux are enabled to perform their mandated functions	Strategic overviews, presentations, briefing notes and other relevant material to support intersessional work and preparations for the sessions, for the presiding officers of the governing and subsidiary bodies, the incoming Presidency, and UNFCCC management and staff In-session documentation to support the work of the presiding officers of the COP, CMP, CMA, SBSTA and SBI and their Bureaux, such as inputs to the speaking notes, presentations and briefing materials as required, in close cooperation with the	Same as proposed budget	Presiding officers express appreciation with the level of pre-session and in-session support to their work Baseline: NA Target: 100 per cent All Bureau meetings requested by the COP Presidency are organized; minutes of the meetings of the Bureau are circulated to members within the agreed timelines Baseline: NA

relevant substantive programmes of the secretariat

Meetings of the Bureau (agenda, logistical arrangements, minutes and procedural support to chair)

Supplementary

Draft agendas, overviews, presentations, briefing notes, summaries and other materials to support coordination, outreach activities and a coherent approach by the presiding officers of the governing and subsidiary bodies

Supplementary

Same as proposed budget

Target: 100 per cent of requested meetings

ER101-005-3

Parties are enabled to provide oversight and guidance to the constituted bodies

Core

Support to presiding officers in receipt and processing of reports of constituted bodies/expert groups

Core

Same as proposed budget

(Bi)annual reports of the constituted bodies and expert groups are procedurally sound

Baseline: 22

Target: 28

Objective 1b: established processes

Facilitate intergovernmental engagement on the assessment of collective progress, including periodic reviews of the adequacy of the long-term global goal to limit global warming well below 2°C and by preparing for the GST of the implementation of the Paris Agreement and of the progress made towards its purpose and long-term goal

ER102-005-1

The scientific and technical basis for the periodic review and the GST is improved

Core

2 SBSTA–IPCC special events
2 meetings of the SBSTA–IPCC Joint Working Group

Core

Same as proposed budget

The number of international and regional programmes and organizations, including the IPCC, participating

Baseline: 15

Target: 15

Supplementary

2 methodological workshops on the GST
Draft plan for chairs of the subsidiary bodies on the conduct of the GST

Supplementary

Same as proposed budget

The proportion of mandated outputs delivered on time

Baseline: 100 per cent

Target: 100 per cent

ER102-005-2

The second periodic review under the Convention of the adequacy of, and overall progress towards, the long-term global goal is facilitated and supported, and it contributes effectively to the first

Core

2 structured expert dialogues
2 subsequent summary reports of the dialogues
Compilations and synthesis of inputs for the periodic review

Core

2 structured expert dialogues
2 subsequent summary reports of the dialogues

The proportion of mandated outputs delivered on time

Baseline: 100 per cent

Target: 100 per cent

GST under the Paris Agreement

Supplementary

2 technical workshops with regard to the periodic review

Supplementary

Compilations and synthesis of inputs for the periodic review

2 technical workshops with regard to the periodic review

Table 29

2020–2021 resource requirements for the Intergovernmental Support and Collective Progress division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	3 296 660	3 256 660	(40 000)	(1.2)
Supplementary funds	1 041 800	1 081 800	40 000	1.2
Total resources	4 338 460	4 338 460	4 338 460	-

Table 30

2020–2021 post requirements for the Intergovernmental Support and Collective Progress division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	10	10	-
General Service level staff	4	4	-
Supplementary	4	4	-
Total	18	18	-

Figure 13
Communications and Engagement division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

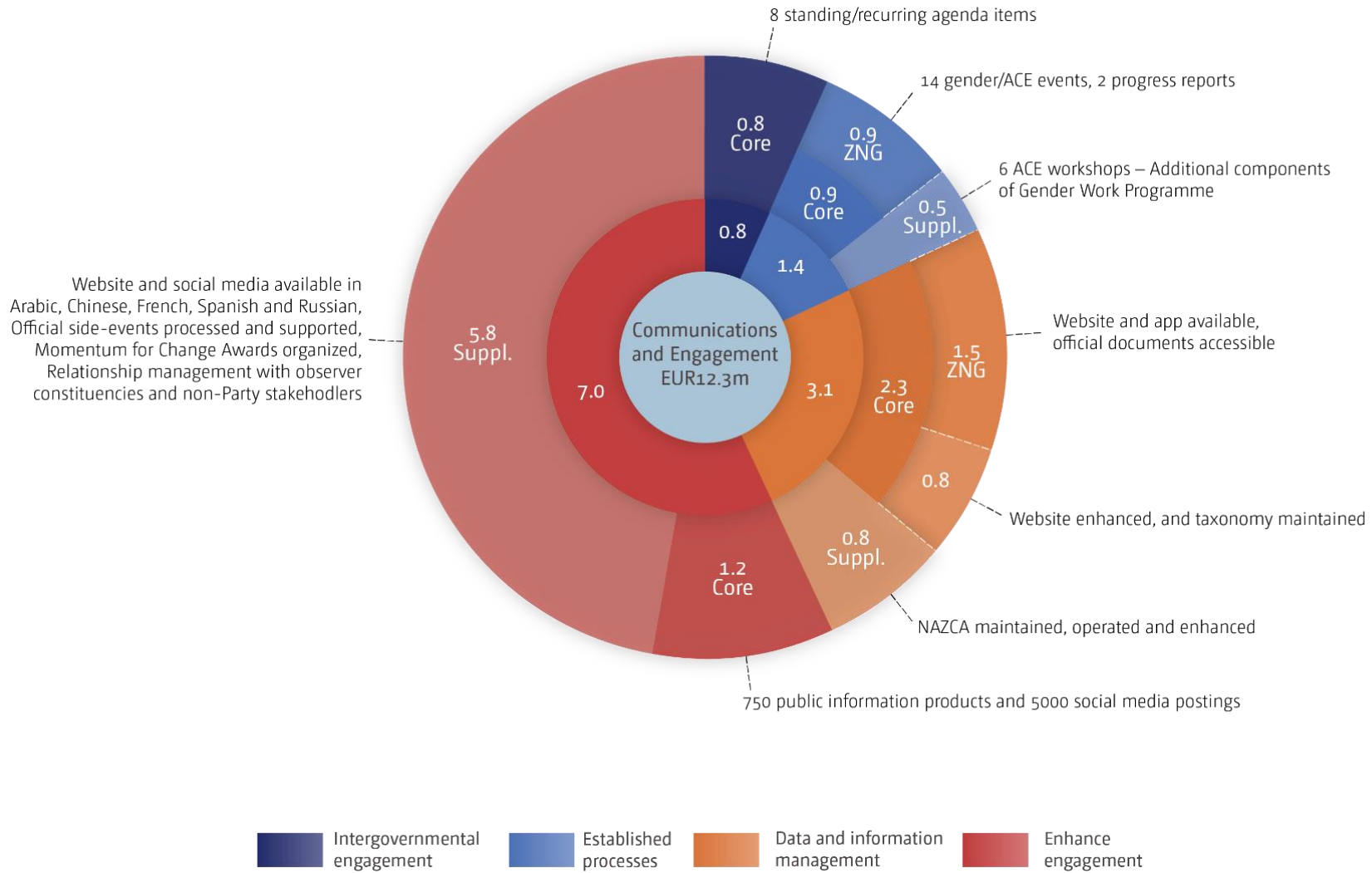


Table 31

2020–2021 objectives, results, outputs and performance indicators for the Communications and Engagement division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement by supporting intergovernmental consideration of matters related to broadening participation and inclusiveness in the response to the threat of climate change			
ER101-006-1	Core	Core	Percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent
Parties' consideration of the progress of established processes and bodies related to education or public awareness and gender are facilitated	8 expected/recurring agenda items supported through the preparation of documents, reports, governing body decisions/conclusions: <ul style="list-style-type: none"> • ACE (2 SBI sessions) • Gender (4 SBI sessions and 2 COP sessions) 	Same as proposed budget	
Objective 1b: established processes			
Facilitate the implementation of established intergovernmental processes related to enhancing participation and inclusion in the UNFCCC process and climate action			
ER102-006-1	Core	Core	Number of national ACE focal point requests responded to per year Baseline: 10 Target: 30
The established work programmes on education/public awareness and gender are implemented	<ul style="list-style-type: none"> • 6 thematic days at COPs (2 gender, 2 education, 2 youth) • 2 ACE dialogues • 6 gender/ACE side events during sessions • 6 gender/ACE webinars and ongoing support to national focal points • Technical guidance and capacity-building for the integration of and reporting on gender considerations in the work of constituted bodies • 2 reports on progress with gender work programme • Integrate gender, youth and public awareness/education into other elevated UNFCCC events and publications and effective collaboration with United Nations system and other stakeholders on these matters 	NA	Number of ACE resource materials made available to Parties online Baseline: 20 Target 50
	2 UN SWAP reports and related international strategies and activities to effectively integrate gender considerations into the work of		Number of relevant United Nations agencies and other stakeholders that collaborate with the secretariat on workshops, training or awareness-raising events related to gender-responsive climate policies and plans Baseline: 15 Target: 20
			Percentage of constituted bodies that have received capacity-building or technical support to report on progress in

UNFCCC staff and teams

integrating gender considerations

Baseline: NA

Target: 100 per cent

Number of UN SWAP performance indicators that move from “approaches” to “meets”

Supplementary

- 6 workshops/webinars on ACE guidelines
- Co-organization of fifth and sixth Global Youth Video Competition on Climate Change
- Guidelines for promotion of public awareness of climate change, climate impacts and climate action

Supplementary

- 6 thematic days at COPs (2 gender, 2 education, 2 youth)
- 2 ACE dialogues
- 6 gender/ACE side events during sessions
- 6 gender/ACE webinars and ongoing support to national focal points
- Technical guidance and capacity-building for the integration of and reporting on gender considerations in the work of constituted bodies
- 2 reports on progress with gender work programme
- Integrate gender, youth and public awareness/education into other elevated UNFCCC events and publications and effective collaboration with United Nations system and other stakeholders on these matters
- 2 UN SWAP reports and related international strategies and activities to effectively integrate gender considerations into the work of UNFCCC staff and teams
- 6 workshops/webinars on ACE guidelines
- Co-organization of fifth and sixth Global Youth Video Competition on Climate Change
- Guidelines for promotion of public awareness of climate change, climate impacts and climate action

ER102-006-2

The established processes related to observer and non-Party participation in the UNFCCC process are implemented

Core

- 250 assessments of applications for admission as observers
- 2 memorandums for the COP Bureau on organizations recommended for provisional admission
- 2 high-level segments (interventions by observer organizations)
- 2 documents on observer engagement for SBI agenda item on arrangements for intergovernmental meetings
- 1 report on the implementation of conclusions relating to observer engagement
- Partnership with United Nations entities
- 1 high-level event on climate action
- Coordination of GCA programmes of events

Supplementary

- 1 summary for policymakers from the TEPs
- 2 yearbooks of climate action

Core

- 250 assessments of applications for admission as observers
- 2 memorandums for the COP Bureau on organizations recommended for provisional admission
- 2 high-level segments (interventions by observer organizations)
- 2 documents on observer engagement for SBI agenda item on arrangements for intergovernmental meetings
- 1 report on the implementation of conclusions relating to observer engagement

Supplementary

- Partnership with United Nations entities
- 1 high-level event on climate action
- Coordination of GCA programmes of events
- 1 summary for policymakers from the TEPs
- 2 yearbooks of climate action

Number of organizations for which the COP disagrees with the eligibility assessment made by the secretariat

Baseline: 0

Target: 0

Percentage of facilitated requests to intervene in plenary and contact group meetings and in-session workshops that are addressed

Baseline: 100 per cent

Target: 100 per cent

Increasing number of non-Party stakeholders formally engaged directly in secretariat-supported GCA activities

Baseline: 350

Target: annual increase of 150

Yearbook of Global Climate Action published before COP, including narrative description of status and outlook, as well as recommendations for how to further enhance GCA in support of Parties' work

Baseline: 1 per year

Target: 1 per year

Objective 3: data and information management

Manage a trusted repository of data and information in support of communicating authoritative, relevant and timely information to Parties, non-Party stakeholders and the public and improving knowledge-sharing and information management

ER300-006-1

The UNFCCC website, mobile app and social media channels are recognized as the trusted leading sources for wide-ranging, relevant, timely

Core

Provision of access to official documents
Taxonomy is developed and maintained
Provision of access to information and data on the website and mobile app
Enhanced website and mobile app functionalities

Core

Provision of access to official documents
Provision of access to information and data on the website and mobile app

Percentage of official documents tagged with UNFCCC taxonomy terms

Baseline: 96 per cent

Target: 100 per cent

Number of web media files downloaded per year

and comprehensive information on climate change and the UNFCCC process

Supplementary

Enhanced internal communications channels

Supplementary

Enhanced internal communications channels

Advanced website and mobile app functionalities

Taxonomy is developed and maintained

Baseline: 1.4 million

Target: 1.7 million

Number of website visits and page views

Baseline: 8.7 million visits and 10.7 million page views

Target: 9 million visits and 11 million page views

Number of mobile app users

Baseline: 9,900

Target 14,000

Number of followers and fans on social media channels

Baseline: 0.470 million for Facebook, 0.560 million for Twitter and 0.311 million for Instagram

Target: 0.5 million for Facebook, 0.7 million for Twitter and 0.4 million for Instagram

Number of commitments reported by non-Party stakeholders on the NAZCA platform per year

Baseline: 12,000

Target: 18,000

ER300-006-3

Participation in climate action globally is enabled, enhanced and recognized

Supplementary

Reporting and analysis of information in support of the Marrakech Partnership for Global Climate Action through the NAZCA platform

Further developed the NAZCA platform, with regular updates on progress and commitments

Supplementary

Same as proposed budget

Objective 4: enhance engagement

Enhance engagement with Parties and non-Party stakeholders to increase climate action

ER400-006-1

Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate

Core

250 media and outreach products, including speeches, press releases, editorials, statements and interviews by the presiding officers, Executive Secretary and senior officials

500 news items for the UNFCCC Newsroom

Core

Same as proposed budget

Number of news media and outreach products

Baseline: 200

Target: 250

<p>change and climate action</p>	<p>5,000 social media postings 4 digital campaigns to promote UNFCC sessions Support knowledge management and internal communication by updating and increasing adoption of the social intranet</p> <p>Supplementary 1,000 news items for the UNFCCC Newsroom (in Arabic, Chinese, French, Russian and Spanish) 10,000 social media postings (in Arabic, Chinese, French, Russian and Spanish) 20 digital campaigns to promote an increase in major activities UNFCCC-sponsored media workshops for journalists from developing countries Promotional material, such as videos, web briefings, direct reporting, joint outreach products and social media campaigns developed to highlight climate action initiatives</p>	<p>Supplementary Same as proposed budget</p>	<p>Number of web articles and social media posts on climate change and sustainable development Baseline: 450 Target: 500 Increase of 10 per cent of social media posts from baseline 2018 Increase in intranet engagement as measured by a composite performance indicator tracking staff content creation, use of social features and updated staff profiles Baseline: 1.9 Target: 3.0 Active knowledge spaces serving business processes related to mandates of the organization Baseline: 79 Target: 95</p>
<p>ER400-006-2 Participation in both the UNFCCC process and climate action globally is enabled, enhanced and recognized</p>	<p>Supplementary</p> <ul style="list-style-type: none"> • Decisions on side events (1,500), exhibits (500) and interviews (350) • Web calendars of side events, exhibits and climate action studio interviews • Servicing of side events (approximately 600), exhibits (approximately 500) and climate action studio interviews (200) by Parties and observer organizations, including their live broadcasting (500) and web posting (700) • Momentum for Change submission reviews (500), award events (4), continual promotion and engagement • Relationships maintained with all constituencies 	<p>Supplementary Same as proposed budget</p>	<p>Percentage of side event and exhibit applications processed Baseline: 100 per cent Target: 100 per cent Percentage of confirmed side events and exhibits implemented (excluding those cancelled) Baseline: 100 per cent Target: 100 per cent</p>

ER400-006-2

Participation in the gender work programme is enhanced

Supplementary

- Workshops and enhanced engagements on reporting on gender work programme

Supplementary

- Workshops and enhanced engagements on reporting on gender work programme

Number of relevant United Nations agencies and other stakeholders that collaborate with the secretariat on workshops, training or awareness-raising events related to gender-responsive climate policies and plans

Baseline: 15

Target: 20

Table 32

2020–2021 resource requirements for the Communications and Engagement division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	5 224 360	3 534 840	(1 689 520)	(32.3)
Supplementary funds	7 055 440	8 906 960	1,851,520	26.2
Total resources	12 279 800	12 441 800	162,000	0.1

Table 33

2020–2021 post requirements for the Communications and Engagement division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	13	8	(5)
General Service level staff	6	5	(1)
Supplementary	26	32	6
Total	45	45	-

D. Executive division

Figure 14
Executive division budget for 2020–2021 by objective and source of funding
 (Millions of euros)

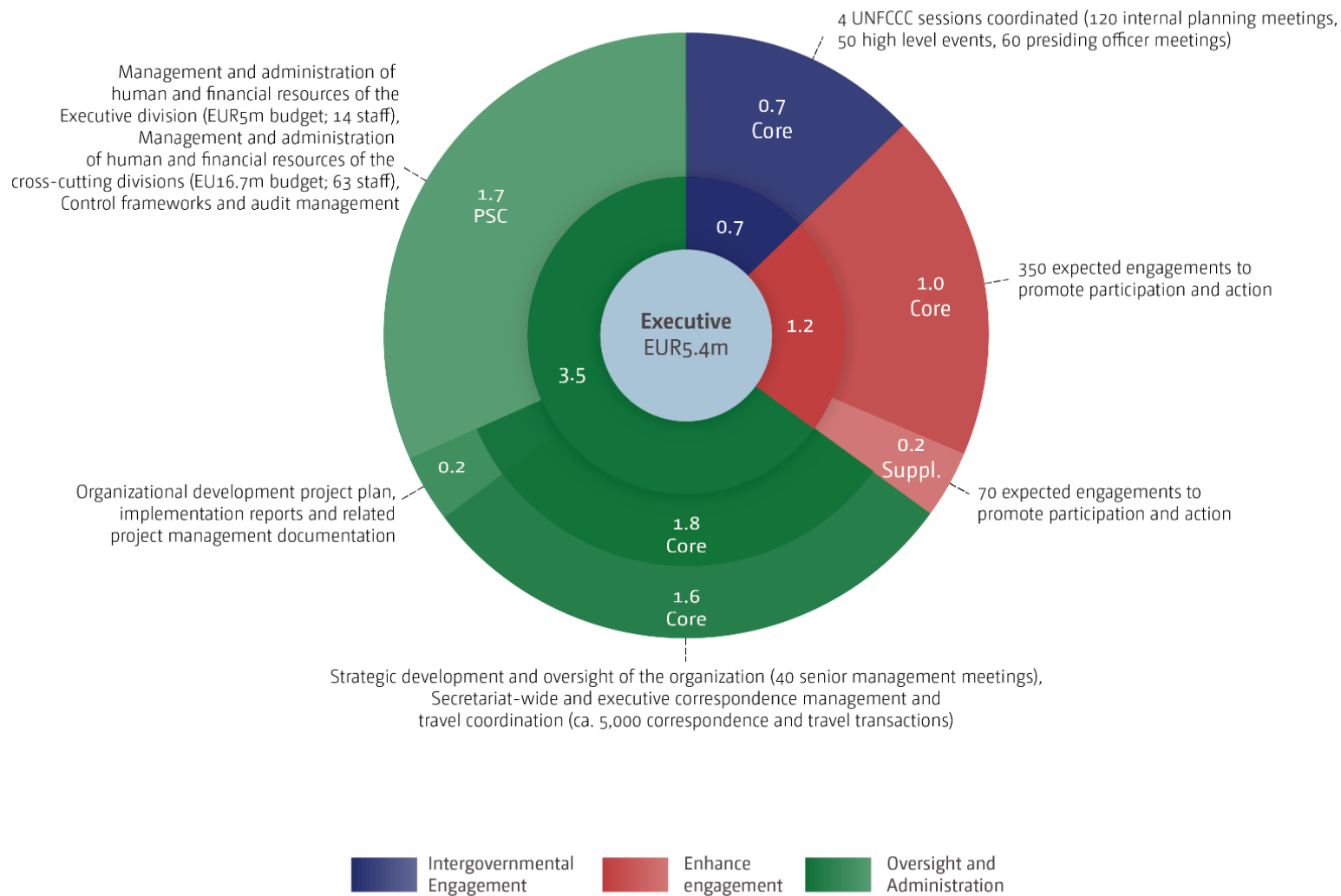


Table 34
2020–2021 objectives, results, outputs and performance indicators for the Executive division

<i>Expected result</i>	<i>Main output (proposed budget)</i>	<i>Main output (ZNG scenario)</i>	<i>Performance indicator</i>
Objective 1a: intergovernmental engagement			
Facilitate intergovernmental engagement on responding to the threat of climate change by ensuring effective organizational, process, technical and substantive support to ongoing intergovernmental oversight of established processes and negotiation of new, revised or enhanced processes, as appropriate			
ER101-010-1	Core	Core	
The operation of the intergovernmental process is facilitated	4 UNFCCC sessional periods are coherently and efficiently organized 120 internal intergovernmental process planning meetings in preparation of and during sessional periods 50 external events and meetings in preparation of sessions supported through high-level participation	Same as proposed budget	Level of satisfaction of Parties with the secretariat's support to the intergovernmental process Baseline 66 per cent (2013 Party satisfaction survey) agreed or strongly agreed with the statement "The secretariat supported the intergovernmental process effectively" Target: 75 per cent
ER101-010-2	Core	Core	
Presiding officers are enabled to perform their mandated functions	60 coordination meetings with Presidency and presiding officers	Same as proposed budget	Level of satisfaction of the COP, CMP and CMA Presidencies and presiding officers Target: 100 per cent
Objective 4: enhance engagement			
Facilitate engagement in the UNFCCC process in order to promote action towards the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement, including through high-level outreach with Parties and a broad range of other groups of stakeholders, and coordination with the United Nations system			
ER400-010-1	Core	Core	
Engagement in the UNFCCC process is enabled, enhanced and recognized, including through enhanced support provided by the United Nations, intergovernmental agencies and other stakeholders to Parties in the implementation of the Convention, the Kyoto Protocol and the Paris Agreement	350 expected engagements in high-level events, meetings and media activities: ^a <ul style="list-style-type: none"> To promote the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement (180) To participate in and provide inputs to meetings of the Secretary-General and senior United Nations coordination mechanisms (20) 	Same as proposed budget	Participation in meetings of the United Nations system related to climate change to promote and ensure consistency with the objectives of the Convention, the Kyoto Protocol and the Paris Agreement Target: 100 per cent

- To engage in media activities, including interviews and video messages (150)

Supplementary

70 engagements in high-level events, meetings and media activities to promote the achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement

Supplementary

Same as proposed budget

Objective 5: oversight and administration

Ensure the financial and human resources of the organization are managed in accordance with applicable United Nations rules and regulations and are utilized effectively to deliver the expectations established by Parties

ER500-010-1	Core	Core	Number of closed audit recommendations
The human and financial resources and other assets of the secretariat are effectively managed in accordance with relevant United Nations regulations	40 senior management meetings related to the overall management of the organization and financial oversight	40 senior management meetings related to the overall management of the organization and financial oversight	Baseline: 100 per cent Target: 100 per cent
	Managing the secretariat control framework and secretariat-wide coordination of 8 audits (2 Board of Auditors and 6 Office of Internal Oversight Services)	Managing the secretariat control framework and secretariat-wide coordination of 8 audits (2 Board of Auditors and 6 Office of Internal Oversight Services)	Level of satisfaction of staff with secretariat management Baseline: 73 per cent (2016 staff satisfaction survey) Target: 85 per cent
	4,500–5,000 letters and mission-related documents are processed and the repository of secretariat-wide mission travel approval process is managed	4,500–5,000 letters and mission-related documents are processed and the repository of secretariat-wide mission travel approval process is managed	Expenditure levels compared with the approved budget and available cash Baseline: 99 per cent Target: 99 per cent
	Organizational development project plan, implementation reports and related project management documentation		
	Supplementary NA	Supplementary Organizational development project plans, implementation reports and related project management documentation	

Other (programme support costs)

Effective and efficient financial and human resource management of the Executive and cross-cutting divisions
 Certification transactions related to administrative management of Executive and cross-cutting divisions
 Supporting 8 audits (2 Board of Auditors and 6 Office of Internal Oversight Services)

Other (programme support costs)

Same as proposed budget

^a Including events and activities at and away from secretariat headquarters, remote participation, video messaging, print and online media contributions, and written contributions.

Table 35
2020–2021 resource requirements for the Executive division

	<i>Proposed budget (EUR)</i>	<i>ZNG scenario (EUR)</i>	<i>Variance</i>	
			<i>EUR</i>	<i>%</i>
Core budget	3 486 720	3 335 720	(151 000)	(4.3)
Supplementary funds	204 000	355 000	151 000	(74)
Other funds (programme support costs)	1 691 000	1 691 000	-	-
Total resources	5 381 720	5 381 720	-	-

Table 36
2020–2021 post requirements for the Executive division

	<i>Proposed budget</i>	<i>ZNG scenario</i>	<i>Post variance</i>
Core budget			
Professional level staff and above	7	7	-
General Service level staff	6.5	6.5	-
Supplementary	0	0	-
Other (programme support costs)	6	6	-
Total	19.5	19.5	-