



Subsidiary Body for Implementation

Sixty-second session

Bonn, 16–26 June 2025

Item 19(a) of the provisional agenda

Administrative, financial and institutional matters

Programme budget for the biennium 2026–2027

Programme budget for the biennium 2026–2027

Proposal by the Executive Secretary

Addendum

Work programme of the secretariat for the biennium 2026–2027

Summary

The work programme of the secretariat for the biennium 2026–2027 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/2025/8](#), which presents the proposed programme budget for the biennium 2024–2025, and document [FCCC/SBI/2025/8/Add.2](#), which presents the proposed budget for the international transaction log.



Contents

	<i>Paragraphs</i>	<i>Page</i>
Abbreviations and acronyms		3
I. Introduction.....	1–7	5
II. Functions, mandates and key workstreams	8–69	5
A. Executive division	8–12	5
B. Programmes department.....	13–36	6
C. Operations department	37–50	10
D. Cross-cutting.....	51–69	12
III. Objectives, expected results, performance indicators, mandates, outputs and post requirements by division under the work programme of the secretariat for the biennium 2026–2027.....	70	17

Abbreviations and acronyms

AC	Adaptation Committee
ACE	Action for Climate Empowerment
Article 6.4 mechanism	mechanism established by Article 6, paragraph 4, of the Paris Agreement
Bonn Fund	trust fund for the special annual contribution from the Government of Germany
BR	biennial report
BTR	biennial transparency report
BUR	biennial update report
CDM	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
COPERT	software tool for calculating road transport emissions
ETF	enhanced transparency framework under the Paris Agreement
FMCP	facilitative multilateral consideration of progress
FREL	forest reference emission level
FRL	forest reference level
FWG	Facilitative Working Group
GCA portal	global climate action portal (NAZCA)
GHG	greenhouse gas
GS	General Service level
GST	global stocktake
GST NDC dialogue	dialogue on how the outcomes of the global stocktake are informing the preparation of nationally determined contributions
IAR	international assessment and review
ICA	international consultation and analysis
ICT	information and communication technology
IPCC	Intergovernmental Panel on Climate Change
IT	information technology
ITL	international transaction log
KCI	Katowice Committee of Experts on the Impacts of the Implementation of Response Measures
LCIPP	Local Communities and Indigenous Peoples Platform
LDC	least developed country
LEG	Least Developed Countries Expert Group
LT-LEDS	long-term low-emission development strategy(ies)
LULUCF	land use, land-use change and forestry
MRV	measurement, reporting and verification
NA	not applicable
NAMA	nationally appropriate mitigation action
NAP	national adaptation plan
NC	national communication
NDC	nationally determined contribution
NMA	non-market approach
NWP	Nairobi work programme on impacts, vulnerability and adaptation to climate change
P	Professional level
PAICC	Paris Agreement Implementation and Compliance Committee
PCCB	Paris Committee on Capacity-building
RCC	regional collaboration centre
REDD+	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
RSA Forum	Registry System Administrators Forum
SBI	Subsidiary Body for Implementation

SBSTA	Subsidiary Body for Scientific and Technological Advice
SCF	Standing Committee on Finance
TEC	Technology Executive Committee
TNA	technology needs assessment
TT:CLEAR	technology information clearing house
WIM	Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts

I. Introduction

1. This document outlines the core budget, supplementary and other resources required to deliver the activities and outputs needed to achieve 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. The expected results referred to in this document stem directly from the work mandated for the biennium 2026–2027. 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 baseline and target data, are intended to enhance transparency.
3. The mandates referred to in this document, derived from provisions of the Convention, the Kyoto Protocol and the Paris Agreement and decisions of the COP, the CMP and the CMA, in addition to conclusions of the subsidiary bodies and workplans of UNFCCC constituted bodies, constitute the legal basis for the activities to be carried out by each division.
4. Chapter II below provides an overview of the secretariat's functions, mandates and key workstreams by division for 2026–2027. It presents information, including major outputs, in the same way for each division, thereby clarifying what each division will deliver. Many outputs need to be delivered annually or biennially in response to requests by the governing and subsidiary bodies and in support of multi-year work programmes.
5. Chapter III below presents objectives, results, mandates, outputs and performance indicators for each division, as well as the associated resource requirements and information on staffing.
6. Table 1 presents the objectives, expected results, performance indicators, outputs, mandates and post requirements for the biennium 2026–2027 by division/appropriation line. Table 2 presents the resource and post requirements for the biennium 2026–2027 by division, funding source and scenario.
7. 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. Functions, mandates and key workstreams

A. Executive division

8. The Executive division will provide strategic guidance for the work of the secretariat, ensuring its overall coherence and responsiveness to the objectives of the Convention, the Kyoto Protocol and the Paris Agreement and its related mandates. The Executive Secretary will continue to provide strategic leadership of the secretariat, including of its efforts to ensure effective intergovernmental engagement and cohesive global climate action. The Deputy Executive Secretary supports this work by overseeing the secretariat's operations, organizational development and overall institutional performance, as well as overseeing the Legal Affairs division, Communications and Engagement division, and Resource Mobilization and Partnerships unit.
9. In the biennium 2026–2027, the Executive division will provide strategic leadership and guidance to facilitate the enhanced and informed engagement of Parties and other stakeholders in the UNFCCC process and support Parties' achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement. The Executive Secretary will work to convene and connect Parties, admitted observers and civil society, helping to strengthen cooperation, while fostering recognition of and support for national and collective climate efforts. This work will involve engagement in high-level activities and events that promote and advance the objectives of the UNFCCC process.
10. To ensure effective intergovernmental engagement, the Executive division will oversee the coordination and delivery of, and facilitate high-level participation in, events and meetings prior to and during the sessions of the governing and subsidiary bodies. The division will provide strategic guidance and recommendations to COP Presidents and presiding officers with a view to advancing work under and contributing to the smooth operation of the UNFCCC process and promoting the delivery of outcomes aligned with the mandates of the governing and subsidiary bodies.
11. The Organizational Development and Oversight unit in the Executive division will focus on enhancing the effectiveness of the secretariat's operations through strengthened strategic planning, performance monitoring and enterprise risk management. It will promote a results-driven approach to planning and reporting, while supporting the proper functioning of internal governance and oversight mechanisms in accordance with United Nations rules and regulations.

12. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Executive division for the biennium 2026–2027 are presented in chapter III below.

B. Programmes department

13. 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. The work of the divisions is aligned with the overall priorities of the secretariat in the biennium 2026–2027, in particular with regard to supporting Parties in increasing their mitigation ambition, pursuing their adaptation efforts, facilitating the provision of means of implementation, supporting the implementation of the second GST and enhancing the transparency of and accountability for climate action undertaken by Parties and non-Party stakeholders.

1. Programmes Coordination

14. Programmes Coordination will provide strategic direction and oversight in relation to the work of the four Programmes divisions (Adaptation, Mitigation, Means of Implementation, and Transparency). It will ensure strategic, substantive and administrative coherence and synergy in the delivery of their work programmes, including in relation to the established intergovernmental process and constituted bodies. As a result, Parties will receive coherent, consolidated support for implementing mitigation and adaptation action enabled by the provision and mobilization of means of implementation while ensuring transparency of both action and support.

15. Programmes Coordination will serve as an interface between the Executive division and the Programmes divisions to ensure the alignment of the overarching executive outreach and strategy of the secretariat with the substantive work of the Programmes divisions, as well as with the climate-related work of other parts of the United Nations system. 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 collective progress of action and support, particularly in the context of the second GST. Programmes Coordination will also collaborate with the Communications and Engagement division to ensure outreach and engagement activities are consistent with the substantive work of the Programmes divisions. Finally, it will work closely with the Executive division and Operations Coordination with a view to ensuring the efficient and effective planning, management and monitoring of resources across the secretariat and facilitating resource mobilization and partnerships.

16. In the biennium 2026–2027, 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, loss and damage, mitigation, means of implementation and transparency in the framework of the Convention, the Kyoto Protocol and the Paris Agreement;
- (b) Enable constituted bodies working in the areas of adaptation, loss and damage, mitigation, means of implementation and transparency to fulfil their mandates in an effective, coherent and synergistic way;
- (c) Oversee the management of the Programmes divisions;
- (d) Support intergovernmental engagement in and the implementation of the United Arab Emirates just transition work programme, including the review thereof;
- (e) Facilitate the provision of comprehensive and targeted high-level UNFCCC inputs to the climate-related activities of other organizations in the United Nations system, in particular with regard to linkages between climate action and sustainable development and synergies facilitating the achievement of sustainability goals.

17. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for Programmes Coordination for the biennium 2026–2027 are presented in chapter III below.

2. Adaptation division

18. 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.

19. The division will support a number of processes, including the process to formulate and implement NAPs, implementation of the United Arab Emirates Framework for Global Climate Resilience, other matters related to the global goal on adaptation, and work under the NWP and

by four constituted bodies (AC, FWG of the LCIPP, LEG and WIM Executive Committee). 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, in addition to increasing the visibility and profile of adaptation and resilience and improving the balance between mitigation and adaptation support, in close cooperation with the Transparency division;

(c) Providing technical analyses, syntheses and input in the context of reviewing overall progress towards the global goal on adaptation and recognizing the adaptation efforts of developing country Parties.

20. The division's core mandates are derived from Article 2 (objective), Article 3 (principles) and Article 4 (commitments) 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 and in the work programmes of the constituted bodies.

21. In the biennium 2026–2027, the Adaptation division will:

(a) Facilitate intergovernmental engagement in adaptation, including by supporting implementation of activities mandated under the United Arab Emirates Framework for Global Climate Resilience, the NAP process, the NWP, the WIM (including as regards the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change, as appropriate) and the LCIPP, 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 in adaptation to promote action towards the achievement of the objectives and goals of the Convention and the Paris Agreement.

22. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Adaptation division for the biennium 2026–2027 are presented in chapter III below.

3. Mitigation division

23. The Mitigation division will support Parties in implementing ambitious climate action in line with global efforts to limit the global average 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 NDCs and LT-LEDs in a manner that facilitates a just transition, including through the use of collaborative approaches, mechanisms and carbon market instruments that broaden mitigation action and drive sustainable development.

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 12 (CDM) and Article 17 (international emissions trading) of the Kyoto Protocol; and Articles 3–4 (NDCs, LT-LEDs and impacts of response measures), Article 6 (carbon markets and NMAs) and Article 15 (facilitating implementation and promoting compliance) of the Paris Agreement.

25. In the biennium 2026–2027, the Mitigation division will support:

(a) The delivery of mandated mitigation activities under the Convention and the Paris Agreement and relevant decisions taken by the COP, the CMP and the CMA;

(b) Implementation of the Sharm el-Sheikh mitigation ambition and implementation work programme;

(c) Work related to Article 6 of the Paris Agreement relating to cooperative approaches, the Article 6.4 mechanism and the framework for NMAs;

(d) Efforts relating to the transition of the CDM and the related reporting, review and compliance regime to the Article 6.4 mechanism;

(e) Efforts to address the impact of the implementation of response measures, including by supporting the KCI;

(f) The preparation and implementation of NDCs and LT-LEDs;

(g) Sectoral mitigation efforts, including in relation to emissions from international aviation and maritime transport.

26. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Mitigation division for the biennium 2026–2027 are presented in chapter III below.

4. Means of Implementation division

27. 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.

28. 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. In the context of the Paris Agreement, the division's mandates are derived from Article 2, paragraph 1(c) (broader finance flows), 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 and Glasgow outcomes on matters related to climate finance, technology development and transfer, and capacity-building.

29. In the biennium 2026–2027, the Means of Implementation division will support:

(a) The intergovernmental activities relating to Article 9, paragraph 5 (projected levels of finance), of the Paris Agreement, including processing the biennial communications of developing country and other Parties and maintaining a dedicated online portal, and organizing the biennial in-session workshop and the biennial high-level ministerial dialogue on climate finance under Article 9, paragraph 5; engaging with developing countries and stakeholders; the work on long-term climate finance and the biennial high-level ministerial dialogue on climate finance; follow-up work on the new collective quantified goal on climate finance; the fifth review of the Adaptation Fund; the periodic review of the Financial Mechanism; and work relating to transparency of support;

(b) The implementation of the workplan of the SCF, such as the preparation of the seventh Biennial Assessment and Overview of Climate Finance Flows and the third report on progress towards achieving the goal of mobilizing jointly USD 100 billion per year; preparatory work on the first report on collective progress towards all elements of decision [1/CMA.6](#) on the NCQG, the third report on the determination of developing countries' needs related to implementing the Convention and the Paris Agreement, the eighth Biennial Assessment and Overview of Climate Finance Flows and the fourth report on progress towards the USD 100 billion goal; the organization of the SCF Forums; and the preparation of draft guidance for the operating entities of the Financial Mechanism;

(c) Activities relating to technology development and transfer under the Convention and the Paris Agreement, including the implementation of the Technology Mechanism joint work programme for 2023–2027, the workplan for the Technology Mechanism initiative on artificial intelligence for climate action for 2024–2027 and the TEC rolling workplan for 2023–2027; enhancement of partnerships and collaboration with other organizations on support for developing countries for identifying and prioritizing technology needs and implementing technology actions; and intergovernmental work and negotiations on matters related to technology development and transfer under the Convention and the Paris Agreement, including the periodic assessment of the effectiveness and adequacy of the support provided to the Technology Mechanism for supporting the implementation of the Paris Agreement and the third independent review of the Climate Technology Centre and Network;

(d) The implementation of the workplan of the PCCB for 2025–2029; enhanced coherence and coordination of capacity-building activities including through engaging developing country Parties and other stakeholders; the maintenance of the capacity-building portal; the organization of two Durban Forums on capacity-building and two annual Capacity-building Hubs to be held at sessions of the COP; and intergovernmental work and negotiations on matters related to capacity-building under the Convention, the Kyoto Protocol and the Paris Agreement, including in relation to the institutional arrangements for capacity-building under the Convention and the initial institutional arrangements for capacity-building to implement Article 11 of the Paris Agreement.

30. The Means of Implementation division will also support the GST process by assisting the SCF, the TEC and the PCCB in compiling, analysing and presenting, as required, relevant information and data on climate finance, technology development and transfer, and capacity-building. It will assist developing country Parties and relevant stakeholders, in a country-driven manner, in assessing their needs and priorities as regards finance, technology development and transfer, and capacity-building and in translating those needs into action.

31. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Means of Implementation division for the biennium 2026–2027 are presented in chapter III below.

5. Transparency division

32. The Transparency division will continue to provide critical assistance to Parties for reporting on their climate action and on support provided, needed and received under the ETF with a view to building mutual trust and confidence among Parties, promoting effective implementation of action and support and enabling Parties to obtain financial, technological and capacity-building support needed and raise their ambition with regard to climate action. The division will ensure that Parties continue to participate in the ETF by providing enhanced support to developing countries for implementing the ETF at the domestic level and by providing the tools and knowledge needed to fulfil the related requirements.

33. The Transparency division will support the intergovernmental process in relation to the ETF under the Paris Agreement and MRV under the Convention by organizing technical reviews and FMCP and by providing technical assistance to developing country Parties and training to experts engaged in the technical review processes. The division will continue to support work on relevant methodological issues, including in relation to GHG inventories, REDD+, agriculture, LULUCF, IPCC guidelines and common metrics. It will also support and facilitate the work under the CGE, develop and maintain a transparency data hub that includes data and information management and analysis, and coordinate the preparation of NDC and BTR synthesis reports, which will serve as input to the GST.

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; 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 the Paris Agreement, whereby Article 13 (transparency) guides the work of the division, complemented by Article 4 (NDCs), Article 5 (forests and REDD+), Article 7 (adaptation information), Articles 9–11 (climate finance, technology development and transfer, and capacity-building), Article 14 (GST) and Article 15 (facilitating implementation and promoting compliance). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies.

35. In the biennium 2026–2027, the Transparency division will continue to:

(a) Coordinate the full implementation of the ETF by all Parties, including by reviewing the BTRs, providing technical and operational support to developing country Parties, maintaining the enabling environments and processes for implementing the ETF, including review practices, systems and tools, and training new experts;

(b) Support Parties in implementing the ETF and MRV arrangements; facilitate the submission and review of information provided by Parties in their BTRs, NCs, GHG inventories and other submissions; organize and support the meetings of lead reviewers to guide the review process; and coordinate the implementation of FMCP;

(c) Coordinate the technical assessment of FRL and FREL submissions and the technical analysis of REDD+ results to facilitate the provision of support to developing countries for sustainable forest management;

(d) Support the negotiations on methodological and implementation work under the ETF, including in relation to GHG inventories, the GHG data interface, LULUCF, REDD+, agriculture and food security, IPCC guidelines and common metrics, the provision of financial and technical support to developing countries and the work of the CGE;

(e) 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, provide input to the work of the Compliance Committee under the Kyoto Protocol and facilitate understanding and reporting of NDCs and BTRs under the Paris Agreement;

(f) Develop, maintain and manage a transparency data hub, promoting the secretariat as the unique official depository of climate change data; maintain and enhance the new ETF reporting and review tools and data warehouse, as well as facilitate their use, including through training for developing country Parties and review experts; support and enhance the tools that will continue to be used, such as the NDC registry, the UNFCCC roster of experts and the REDD+ web platform; and prepare compilation and synthesis reports, ensuring that the latest authoritative information is readily accessible;

(g) Facilitate the monitoring and tracking of national progress in implementing climate action with a view to using this information to inform the GST and the mechanism for facilitating implementation of and promoting compliance with the provisions of the Paris Agreement;

(h) Facilitate collaboration among all stakeholders on implementing the ETF to ensure universal participation, including under the Together4Transparency initiative;

(i) Facilitate tracking and recognition of global climate action undertaken by non-Party stakeholders in support of the implementation of the Convention, the Kyoto Protocol and the Paris Agreement through the GCA portal.

36. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Transparency division for the biennium 2026–2027 are presented in chapter III below.

C. Operations department

37. The divisions of the Operations department, namely Conference Affairs, Administration and Operations, and the Records Management team, ensure that the secretariat operates effectively and efficiently and are critical to ensuring that Parties are provided with a comprehensive range of conference-related, logistical, ICT, administrative, financial and travel support, as well as record and archiving services, to enable robust international cooperation and support for the implementation of action toward the collective achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement.

38. The work is aligned with the overall priorities of the secretariat for the biennium 2026–2027 and will ensure that the secretariat has the administrative, logistical, technological, financial and records management needed to effectively support the smooth operation of the intergovernmental process, the implementation of climate commitments by Parties and enhanced transparency, accountability and efficiency in relation to the secretariat's operations.

1. Operations Coordination

39. Operations Coordination will ensure the strategic direction, effective coordination and oversight of the Operations department. It will act as an interface between the Executive division, Programmes Coordination and the Operations department so as to align strategic priorities with operational delivery, foster a culture of innovation and agility, and support the effective planning, management and monitoring of resources.

40. In the biennium 2026–2027, Operations Coordination will:

(a) Ensure that the Operations department's services are efficiently delivered, fully aligned with the secretariat's operational requirements and continuously improved to meet evolving needs;

(b) Strengthen coordination across the Operations department with a view to improving day-to-day operational performance, streamlining processes, eliminating bottlenecks and fostering a responsive and adaptable service culture;

(c) Oversee the effective planning, coordination and delivery of conference-related services, ensuring that meetings, workshops and events are optimally organized in collaboration with host countries, United Nations security personnel and other key partners, and that registration, accreditation, documentation, meeting logistics and participation support services meet high standards;

(d) Deliver high-quality and timely administrative services to secretariat teams through the Clustered Programme Administrative Teams, ensuring that HR, finance and procurement operations run smoothly and comply with applicable regulations;

(e) Cooperate closely with the Executive division and Programmes Coordination to ensure integrated operational work planning, effective risk management and efficient allocation and monitoring of resources across the secretariat.

41. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for Operations Coordination for the biennium 2026–2027 are presented in chapter III below.

2. Administration and Operations division

42. The Administration and Operations 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. The division collaborates with the administrative teams in Programmes Coordination, Operations Coordination and the Executive division to support all divisions with their administrative and financial needs.

43. The division's core mandates related to administrative, financial and ICT services are derived from Article 8, paragraph 2, of the Convention, Article 14, paragraph 2, of the Kyoto Protocol and Article 17, paragraph 2, of the Paris Agreement (secretariat functions); 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.

44. In the biennium 2026–2027, the Administration and Operations division will deliver:

(a) Administrative and financial services, which include coordinating the preparation of the secretariat budget for the biennium 2028–2029; effectively managing and administering UNFCCC financial resources; coordinating procurement activities; providing efficient travel and travel-related services to UNFCCC meeting participants and staff; ensuring provision of an appropriate, safe, disability-inclusive and environmentally sustainable physical working environment; and ensuring compliance with applicable regulations, rules, decisions, policies, contracts and reporting requirements;

(b) ICT services, which include introducing the use of innovative technologies to support the strategic mandates and objectives of the secretariat in addressing global climate challenges effectively; providing a secure, reliable and sustainable ICT infrastructure, including for the implementation of platforms related to Article 6 of the Paris Agreement, operating and maintaining existing institutional platforms and mandated systems that support the intergovernmental process and expanding the operational maintenance of ETF tools, including the data hub and review tools; supporting the secretariat's engagement with non-State actors by delivering new applications, such as the new GCA portal, for capturing information on climate initiatives at the enterprise and individual level; and leveraging cloud-based infrastructure to increase the security, efficiency and effectiveness of ICT services that are integral to secretariat operations. This will include completing the application rationalization project to migrate solutions to the cloud and decommission outdated applications, which will result in cost savings and operational efficiencies; deploy modern IT solutions such as artificial intelligence to improve the productivity of and access to data by secretariat staff and external users; and providing ICT support for virtual and in-person conference and workshop participants and using technologies to ensure inclusivity and transparency.

45. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Administration and Operations division for the biennium 2026–2027 are presented in chapter III below.

3. Conference Affairs division

46. The provision of conference services for the sessions of the governing and subsidiary bodies and for a wide range and growing number of increasingly complex workshops and other events is a cornerstone of the support given by the secretariat to Parties and other workshop and event participants. The Conference Affairs division will create an optimal environment for UNFCCC workshops and events and facilitate the preparation of Parties and other participants for such workshops and events. The division will plan and coordinate sessions and provide high-quality conference services, including facilitating virtual and hybrid participation, managing the trust fund for participation in the UNFCCC process, document preparation, meetings and the registration and accreditation of participants, as well as implementing innovations in conferencing. In addition, it will continue to support the work of other divisions, such as with regard to editorial and documentation services.

47. 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, paragraph 2, of the Paris Agreement (secretariat functions), as well as Article 7 of the Convention (COP), Article 13 of the Kyoto Protocol (CMP) and Article 16 of the Paris Agreement (CMA). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies.

48. In the biennium 2026–2027, the division will continue to provide its core services of arranging sessions of the governing and subsidiary bodies and a wide range of workshops and other events, facilitating participation in meetings and managing the documentation process. This includes:

(a) Making organizational arrangements for in-person intersessional and in-session meetings and mandated events with a robust virtual component;

(b) Facilitating the participation of a growing number of participants representing a broad stakeholder base at sessions of the governing bodies, including in relation to registration, meeting services, accommodation, visas, financial support for eligible participants and virtual participation;

(c) Facilitating the participation of world leaders in the sessions of the governing bodies;

(d) Supporting work on host country agreements and other instruments related to the hosting of conferences;

(e) Editing and processing an increasing volume of documents, including pre session, in-session and MRV/transparency documents, and continuing to pursue options to improve access to in-session documents;

(f) Continuing, in close collaboration with host countries, to implement measures to reduce the carbon footprint and enhance the accessibility of UNFCCC sessions, including through

sustainable event management and carbon neutrality certification according to internationally recognized standards.

49. Moreover, the division will continue to take innovative steps to provide an optimal environment and services for on-site and remote participants at UNFCCC sessions and events, in particular by:

(a) Continuing to provide strategic input to secretariat-wide activities to inform decision-making on these and engage with host countries on all aspects of operations for UNFCCC sessions and events in a timely manner so as to enable smooth preparations therefor; and leading early preparations for future sessions, including facilitating collaboration between current and upcoming host countries with a view to streamlining operational arrangements, including as regards events for world leaders and delegation pavilions;

(b) Continuing to plan and implement projects to modernize and digitalize conferencing services;

(c) Improving operational processes and systems for on-site and virtual participants, including developing mobile apps for sessions and digital meeting badges and improving the management of participation data analysis, transformation and reporting;

(d) Leveraging data to digitalize existing services and introduce new services;

(e) Leading activities to raise funds for the trust fund for participation in the UNFCCC process and the trust fund for supplementary activities to ensure the continued delivery of high-quality conference services.

50. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Conference Affairs division for the biennium 2026–2027 are presented in chapter III below.

D. Cross-cutting

1. Legal Affairs division

51. The Legal Affairs division will provide independent, high-quality, authoritative and sound legal, procedural and election-related support and advice with a view to maintaining trust in the fairness, inclusivity and transparency of the climate change regime and facilitating the operations, management and administration of the secretariat in compliance with its regulations and rules.

52. The division's core mandates are derived from the Convention (Articles 6, 7, 8, 9, 10, 14, 15, 16, 17 and 18), the Kyoto Protocol (Articles 13, 14, 15, 18, 19, 20, 21 and 22) and the Paris Agreement (Articles 6, 11, 12, 15, 16, 17, 18, 19, 22, 23, 24 and 25), as well as from the rules of procedures of all the bodies and mechanisms thereunder.

53. In the biennium 2026–2027, the Legal Affairs division will:

(a) Provide legal and procedural advice and services to support the sound delivery of all mandated activities under the Convention, the Kyoto Protocol and the Paris Agreement 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, programmatic support and services in respect of all agenda items under negotiation;

(b) Provide legal and procedural support and advice 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 comprehensive substantive, technical and logistical services to support the operations of the Compliance Committee under the Kyoto Protocol and the PAICC. The Legal Affairs division acts as the secretary of both constituted bodies, facilitating the performance of their functions;

(c) Provide innovative tools and knowledge products, as well as organize activities, aimed at enhancing the capacity of stakeholders such as young negotiators, presiding officers, secretariat staff, observer organizations, policymakers and legislators to actively engage in the intergovernmental process and implement international climate commitments with a view to enhancing action under the UNFCCC process towards achieving its objectives;

(d) Provide timely support for and information on the election and appointment of officers to the bureaux of the governing and subsidiary bodies, and members and alternate members of constituted bodies to the chairs of the election consultations, chairs and coordinators of regional groups and constituencies, and Parties, and process nominations accordingly;

(e) Facilitate and support the effective management and administration of the secretariat by protecting its legal interests, minimizing its legal liabilities and maximizing its operational efficiency by providing comprehensive advice on, inter alia, institutional and policy matters, including on the institutional linkage with the United Nations; personnel issues; privileges and immunities; and legal aspects of public–private partnership and fundraising activities, in accordance with decisions of the COP, the CMP and the CMA and applicable regulations, rules and policies of the secretariat and the United Nations;

(f) Facilitate the drafting, negotiation and finalization of a variety of legal instruments to enable the secretariat to fulfil its mandates; for example, agreements for the organization of the sessions of the governing and subsidiary bodies, commercial contracts, partnership agreements, contribution agreements and memorandums of understanding;

(g) Strengthen the legal institutional and policy framework of the secretariat through the review, development and promulgation of policies that meet the operational and business needs of the secretariat, and support their implementation, including by maintaining the portals where all policies applicable to the secretariat and internal subdelegations of authority may be easily accessed;

(h) Enhance knowledge management and information-sharing on legal matters across the secretariat to maximize efficiency and coordination with a view to ensuring that the governing and subsidiary bodies function and operate in accordance with legal, procedural and institutional requirements.

54. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Legal Affairs division for the biennium 2026–2027 are presented in chapter III below.

2. Intergovernmental Support and Collective Progress division

55. The Intergovernmental Support and Collective Progress division will enable the governing and subsidiary bodies to function and thus facilitate progress in the climate change 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, the GST under the Paris Agreement, research and systematic observation and ocean-based action.

56. The division's core mandates are derived from the Convention (Articles 7–10), the Kyoto Protocol (Articles 13–15) and the Paris Agreement (Articles 14, 16, 17, 18 and 19), as well as from the rules of procedures of the governing and subsidiary bodies.

57. In the biennium 2026–2027, the Intergovernmental Support and Collective Progress division will:

(a) Provide strategic, substantive and procedural support for two sessions of each of the governing bodies and four sessions of each of the subsidiary bodies, including to the Presidencies of COP 30, COP 31 and COP 32 and the Chairs of the subsidiary bodies for the relevant sessions;

(b) Provide procedural support for the work of the COP 30 and 31 Bureaux;

(c) Facilitate interaction between the presiding officers of the governing and subsidiary bodies and the constituted bodies serviced by the secretariat 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;

(d) Provide strategic guidance and advice on the protocol to be followed in the design and delivery of high-level events in conjunction with COP 31 and 32 and other relevant events;

(e) Provide enhanced support to Parties to facilitate their effective participation in the UNFCCC process by organizing a series of capacity-building, knowledge-sharing and awareness-raising events;

(f) Maintain channels of communication and relationships with Parties, observer States, diplomatic missions and United Nations organizations to facilitate their participation in meetings related to the intergovernmental process;

(g) Support any follow-up to the first GST, including in relation to the GST NDC dialogue and the United Arab Emirates dialogue on implementing the global stocktake outcomes, and preparation for the second GST;

(h) Plan and support negotiations and mandated events on research and systematic observation as well as the ocean and climate change dialogue;

(i) Cooperate with the IPCC, including through the joint SBSTA–IPCC working group;

(j) Plan and support any negotiations and processes related to the periodic review of the long-term global temperature goal.

58. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Intergovernmental Support and Collective Progress division for the biennium 2026–2027 are presented in chapter III below.

3. Communications and Engagement division

59. The Communications and Engagement division will continue to ensure that the global response to climate change is informed by cohesive messaging based on the outcomes of the intergovernmental process, and facilitate non-Party stakeholder engagement and promote inclusivity and gender equality in all aspects of the UNFCCC process. The division will work to

improve coherence among the climate actions of a wide variety of actors and the alignment of those actions with the goals and objectives of the Convention, the Kyoto Protocol and the Paris Agreement.

60. The Communications and Engagement division has multiple cross-cutting objectives and will communicate authoritative, relevant and timely information to Parties and the public regarding the UNFCCC process and action on climate change, with an emphasis on proactively engaging and building support among all stakeholders and empowering all members of society, in particular women and young people, with a view to facilitating engagement in climate action and increasing ambition. The division has three areas of focus:

(a) Communications, focusing on external and internal communications with the aim of ensuring that all Parties and the public are well informed and can easily access wide-ranging, relevant and timely information that enables them to support and engage in the UNFCCC process;

(b) Engagement, focusing on enabling non-Party stakeholders to collaborate on driving more ambitious climate action in support of Parties' actions and objectives, and facilitating observer participation in intergovernmental negotiations and non-Party stakeholder engagement in work under established processes, bodies and work programmes in accordance with relevant mandates from Parties;

(c) Empowerment, focusing on empowering Parties and non-Party stakeholders, including through education, training and public awareness, to meaningfully engage in and enhance the inclusiveness of climate policy and action, including the UNFCCC process, in particular through the ACE and gender work programmes and action plans and by implementing decisions pertaining to the role of children and youth in climate policy and action.

61. The division will deliver all communications and engagement support services for established processes and bodies supported by the Programmes divisions and support the Executive division and presiding officers in collaboration with the Intergovernmental Support and Collective Progress division. Effective collaboration with the Operations department will ensure that support and services are aligned for information, data and IT systems and for full integration with the session management and delegate support services delivered by the Conference Affairs division.

62. The division's core mandates are derived from Article 6 of the Convention and Article 12 of the Paris Agreement (education, training and public awareness); Article 7, paragraph 6, of the Convention, Article 13, paragraph 8, of the Kyoto Protocol and Article 16, paragraph 8, of the Paris Agreement (observers); and Article 8, paragraph 2, of the Convention, Article 14, paragraph 2, of the Kyoto Protocol and Article 17, paragraph 2, of the Paris Agreement (secretariat functions). Additional mandates are set out in decisions and conclusions of the governing and subsidiary bodies, including decisions [17/CMA.1](#) (education, training and public awareness); [1/CP.21](#) and [1/CP.25](#) (engagement); and [23/CP.18](#) and [7/CP.29](#) (gender).

63. In the biennium 2026–2027, the Communications and Engagement division will:

(a) Manage and communicate authoritative, relevant and timely information to Parties and the public regarding the UNFCCC process and action on climate change, including through the UNFCCC website, mobile app and social media channels, showcasing content across all channels and platforms, including multimedia content, as well as through media engagement;

(b) Enhance external and internal communication of the goals and achievements of the intergovernmental process through outreach products;

(c) Catalyse climate action by non-Party stakeholders in support of the implementation of the Convention, the Kyoto Protocol and the Paris Agreement, and facilitate the engagement and participation of admitted observer organizations in the UNFCCC process;

(d) Facilitate the implementation of established work programmes and mandated activities on gender and ACE, as well as of decisions on children and youth, to support inclusive engagement in the UNFCCC process and in climate action.

64. The objectives, expected results, outputs and performance indicators, as well as resource requirements and information on staffing, for the Communications and Engagement division for the biennium 2026–2027 are presented in chapter III below.

4. Resource Mobilization and Partnerships unit

65. The Resource Mobilization and Partnerships unit plays a critical, cross-cutting role in coordinating the secretariat's efforts to secure sustainable and predictable financial and in-kind resources, cultivate and manage strategic partnerships and implement the secretariat's resource mobilization and partnerships strategy, working closely with other secretariat teams, representatives of UNFCCC work programmes, RCCs, Parties and non-Party actors to align funding flows and collaborative initiatives with the secretariat's mandates and priorities.

66. In the biennium 2026–2027, the Resource Mobilization and Partnerships unit will:

(a) Coordinate all resource mobilization and strategic partnership efforts across UNFCCC work programmes, secretariat teams and RCCs as well as in relation to external funders and the secretariat's partners;

- (b) Conduct proactive outreach to secure adequate, predictable and flexible funding and establish impactful partnerships to support delivery of the secretariat's mandates and work programme;
- (c) Analyse the secretariat's funding needs based on its mandates and operational priorities and identify any funding gaps;
- (d) Build the secretariat's resource mobilization capacity, including by developing funder and partner management tools and funding dashboards, and providing in-house training;
- (e) Develop and implement strategies for attracting financial and in-kind contributions from a broad range of sources, including bilateral and multilateral donors, philanthropic organizations and the private sector;
- (f) Build and maintain strong relationships with funders, governments and strategic partners with a view to mobilizing resources and ensuring alignment between UNFCCC activities and partner priorities;
- (g) Actively seek to diversify funding streams by engaging a wider range of funders, including national Governments, international financial institutions and private sector actors;
- (h) Lead and manage internal mechanisms for partnership development and due diligence, including convening the Partnership Committee and maintaining relevant partnership policies and procedures;
- (i) Communicate the secretariat's mission, potential impact and value proposition to prospective donors and partners to foster their engagement, trust and long-term support in relation to its work;
- (j) Monitor the effectiveness of the secretariat's resource mobilization and partnership efforts and provide feedback to inform future related strategies.

5. Human Resources unit

67. The Human Resources unit, as an enabling strategic business partner of the secretariat, will support and deliver HR functions and advisory services to ensure that the secretariat's regulatory frameworks and processes are well established, staff well-being is protected and applicable HR regulations, rules and policies are complied with. It will also ensure that the secretariat's HR-related decisions and vision are focused on its staff by developing key matrices and indicators to assess the impact of decisions, while continuously reviewing HR policies and initiatives and the technological tools used to identify and resolve bottlenecks and challenges that effect the efficiency and effectiveness of the secretariat's human resources management.

68. The Human Resources unit'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.

69. In the biennium 2026–2027, the Human Resources unit will:

- (a) Conduct outreach activities to ensure that the secretariat attracts and hires talented individuals and that recruitment processes are completed in a timely manner, following the strategic workforce planning framework to identify key skills and knowledge emerging in the applicable industry and implementing staffing forecasts;
- (b) Ensure the timely processing of staff onboarding, entitlements and benefits, as well as staff separation, in line with the secretariat's service-level agreements, ensuring that staff are equipped with the appropriate knowledge as regards their entitlements and benefits;
- (c) Evaluate and enhance the current UNFCCC policy and programme on performance management to strengthen the compliance accountability and responsibility of managers, while developing initiatives to support meaningful, constructive and open performance discussions between managers and staff. This exercise will include reviewing the leadership indicators and programme of the secretariat to further enhance the leadership capability of managers through 360-degree feedback, executive coaching sessions and peer support groups;
- (d) Develop and implement a robust learning and development framework that takes into account the learning assessment needs identified through the secretariat-wide survey, learning and development trends within the United Nations system and similar international organizations focused on climate change and the latest United Nations learning and development initiatives, as well as creating an internal learning community group, with a view to providing opportunities for secretariat staff to gain the skills and knowledge needed to further their learning and career development;
- (e) Manage staff and implement HR frameworks, initiatives and functions with a view to cementing the Human Resources unit's position as a strategic business partner whose strategic vision and advisory services are aligned with the secretariat's strategic vision and corporate mandate of the secretariat, whereby staff satisfaction and empowerment are achieved;
- (f) Develop, implement and monitor progress in implementing a new HR strategy, which is to include key HR initiatives, involve the overhaul of the HR policies and its structure and include other key strategic outputs, which will include policies, programmes, initiatives and

change management proposals, with a view to strengthening the unit's strategic positioning within the secretariat and contributing to enriched staff experience and satisfaction and talent development;

(g) Represent the secretariat at inter-agency forums (e.g. the HR Network) with a view to sharing knowledge, participating in policy discussions and contributing to overall United Nations HR efforts, thus cementing the secretariat's position within the United Nations Common System;

(h) Use comprehensive data and analytics to make personnel-related decisions, including whether to roll out strategic workforce planning processes;

(i) Develop and implement a framework for staff well-being, to include key policies, procedures, tools and initiatives that contribute to staff's increased sense of well-being with a view to creating an organizational culture where well-being is a top priority.

III. Objectives, expected results, performance indicators, mandates, outputs and post requirements by division under the work programme of the secretariat for the biennium 2026–2027

70. Table 1 presents the expected objectives, results, performance indicators (including baseline and target), mandates, outputs and post requirements by objective for all appropriation lines, except in relation to the IPCC, for which the only activity is to transfer a grant to the IPCC.

Table 1

Objectives, expected results, performance indicators, outputs, mandates and post requirements for the biennium 2026–2027, by division/appropriation line

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Division/appropriation line: Executive				
Overarching objective: enhanced engagement Specific objective: facilitate engagement in the UNFCCC process, including by conducting high-level outreach, to promote action towards achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	Expected result: engagement in the UNFCCC process is enabled, enhanced and recognized, including as a result of enhanced support provided by United Nations and other intergovernmental agencies, as well as other stakeholders, to Parties in implementing the Convention, the Kyoto Protocol and the Paris Agreement Performance indicator: number of climate change related engagements in the United Nations system aimed at promoting and ensuring consistency with the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement Baseline: NA Target: NA	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Engagement, including by conducting strategic communications, in high-level United Nations coordination mechanisms and activities to raise awareness about the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	2.6
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement by ensuring effective organizational, process, technical and substantive support is provided for ongoing intergovernmental oversight of established processes and negotiating new, revised or enhanced processes, as appropriate	Expected result: the intergovernmental process is facilitated Performance indicator: percentage of planning meetings held and mandated activities delivered by the secretariat in line with established intergovernmental meeting timelines and processes Baseline: NA Target: 100 per cent	Articles 6(b) and 8 of the Convention; Article 10(e) and Article 14, paragraph 2, of the Kyoto Protocol; Article 16, paragraph 8, and Article 17 of the Paris Agreement; paragraphs 60–63 of document FCCC/SBI/2023/2/Add.1/Rev.1	Effective, efficient and coherent oversight, coordination and execution of two sessions of the governing bodies and four sessions of the subsidiary bodies, including supporting preparatory events and high-level participation	7.9

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Expected result: the secretariat is guided in effectively supporting presiding officers in performing their mandated functions Performance indicator: percentage of coordination meetings with Presidencies and other presiding officers held by the secretariat in accordance with the established timelines Baseline: NA Target: 100 per cent	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of guidance and advice to Presidencies and other presiding officers through regular coordination meetings	1.9
Overarching objective: oversight and management Specific objective: ensure the human and financial resources of the organization are managed in accordance with applicable United Nations rules and regulations and are used effectively in delivering on mandates from Parties	Expected result: the human and financial resources and other assets of the secretariat are effectively managed in accordance with applicable United Nations rules and regulations, and the accountability of the secretariat as a results-based organization is strengthened Performance indicator: percentage of United Nations Board of Auditors recommendations implemented Baseline: 65 per cent Target: 60 per cent or more	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of operational support for and oversight of all administrative functions of the secretariat, with a focus on organizational development, interdepartmental collaboration and continuous improvement of institutional structures and business processes	5.35
Overarching objective: oversight and management Specific objective: ensure transparency, accountability and compliance in conducting audits and managing risks and ethical issues	Expected result: governance is strengthened by effective coordination of audits, proactive management of risks, application of reliable internal controls and transparent handling of ethics-related and financial disclosures Performance indicator: percentage of audit recommendations open for more than 18 months Baseline: 19 per cent Target: 10 per cent or less	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement; paragraph 4 of decision 18/CP.28	Effective oversight, including by coordinating audits, implementing enterprise risk management, applying internal controls, and managing ethical and financial disclosure programmes	1.65
Overarching objective: oversight and management Specific objective: promote an organizational culture of improvement, innovation and engagement by aligning operations with strategic goals,	Expected result: the organization is adaptive and well coordinated, with improved staff engagement, good alignment of strategic and operational planning, optimized structures and enhanced decision-making, enabling it to effectively deliver on mandates	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Integrated delivery of organizational change initiatives, organizational culture development, strategic planning and performance monitoring, supported by effective	4.6

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
driving initiatives for change, enhancing staff satisfaction, optimizing organizational design and providing timely insights for effective decision-making	<p>Performance indicator: percentage of participation in staff satisfaction survey and overall staff engagement index</p> <p>Baseline: 73 per cent staff participation rate and 58 per cent of the overall staff engagement index rate</p> <p>Target: 75 per cent staff participation rate and 65 per cent staff engagement index rate</p>		governance, optimized structures and coordinated operations	
Division/appropriation line: Programmes Coordination				
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate and support implementation of the United Arab Emirates just transition work programme</p>	<p>Expected result: implementation of the United Arab Emirates just transition work programme is facilitated and supported</p> <p>Performance indicator: percentage of mandated outputs delivered on time</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Decision 3/CMA.6	Servicing of meetings Preparation of technical documentation	2.1
<p>Overarching objective: constituted bodies</p> <p>Specific objective: provide effective, coherent and synergistic support to the constituted bodies in implementing their mandates in the areas of adaptation, loss and damage, mitigation, response measures, means of implementation and transparency</p>	<p>Expected result: constituted bodies are provided with support in delivering on their mandates and implementing their work programmes</p> <p>Performance indicator: percentage of performance indicators relating to the work of the constituted bodies that are fully met by the Programmes divisions</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Articles 4 and 7–12 of the Convention; Articles 2–15 and 17 of the Kyoto Protocol; Articles 2–14 and 16–19 of the Paris Agreement	Comprehensive strategic oversight and coordination of the support provided by the Programmes divisions to the constituted bodies	0.4
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: provide UNFCCC inputs to climate change related activities of other United Nations organizations</p>	<p>Expected result: the United Nations system is well informed of work under the UNFCCC process and acts coherently and efficiently in addressing climate change across the broader development agenda of the United Nations</p> <p>Performance indicator: number of UNFCCC inputs to climate change related activities of United Nations system entities</p> <p>Baseline: 12</p>	Articles 4 and 7–12 of the Convention; Articles 2–15 and 17 of the Kyoto Protocol; Articles 2–14 and 16–19 of the Paris Agreement	Contribution of inputs to climate change related activities of United Nations system entities	1.7

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Target: 14			
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement by providing effective, coherent and synergistic support to Parties with regard to adaptation, loss and damage, mitigation, means of implementation and transparency	Expected result: Parties are provided with comprehensive and coherent support Performance indicator: percentage of performance indicators fully met by the divisions within the Programmes department Baseline: 100 per cent Target: 100 per cent	Articles 4 and 7–12 of the Convention; Articles 2–15 and 17 of the Kyoto Protocol; Articles 2–14 and 16–19 of the Paris Agreement	Strategic oversight and coordination of the Programmes divisions and alignment with Executive division outreach initiatives	1.7
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on just transition	Expected result: the consideration by Parties of just transition is facilitated and supported Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: 100 per cent Target: 100 per cent	Decision 3/CMA.6	Servicing of negotiations Preparation of technical documentation	0.9
Overarching objective: oversight and management Specific objective: manage the human and financial resources and other assets of the Programmes divisions in accordance with relevant United Nations regulations to ensure that all mandated work is carried out effectively, efficiently and in a timely manner	Expected result: the human and financial resources and other assets of the Programmes divisions are effectively managed in accordance with relevant United Nations rules and regulations Performance indicator: expenditure level compared with the approved budget and available cash Baseline: 95 per cent of levels approved by Parties Target: 95 per cent of levels approved by Parties	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Efficient management of resources across the Programmes divisions and monitoring of resource use	11.2
Division/appropriation line: Adaptation				
Overarching objective: intergovernmental processes Specific objective: facilitate intergovernmental engagement	Expected result: established intergovernmental processes related to adaptation are facilitated Performance indicator: Percentage of mandated reports and meetings under processes related to	Paragraphs 16–18 of decision 1/CP.16 ; decisions 3/CP.17 , 5/CP.17 , 12/CP.18 , 18/CP.19 , 3/CP.20 , 1/CP.21 , 4/CP.21 , 6/CP.22 , 8/CP.24 and 7/CP.25 ;	Preparation of documentation for and servicing of meetings related to NAP formulation and implementation and the LDCs	2

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
on adaptation by supporting established processes, including those related to the United Arab Emirates Framework for Global Climate Resilience, NAPs, the NWP, and adaptation-related transparency and GST provisions	NAPs, the NWP, the United Arab Emirates Framework for Global Climate Resilience, and adaptation-related transparency and GST provisions Baseline: number of mandated reports published and meetings held Target: 100 per cent	paragraphs 16–18 of decision 1/CP.16 ; decisions 3/CP.17 , 5/CP.17 , 12/CP.18 , 18/CP.19 , 3/CP.20 , 1/CP.21 , 4/CP.21 , 6/CP.22 , 8/CP.24 and 7/CP.25		
		Decisions 9/CMA.1 , 18/CMA.1 , 19/CMA.1 , 1/CMA.3 and 1/CMA.5	Preparation of technical documentation on the adaptation elements of the ETF and the GST	1.7
		Decisions 2/CMA.5 and 3/CMA.6	Preparation of documentation for and servicing of meetings related to, as well as preparation of outreach materials on, the global goal on adaptation	5
		Decisions 2/CP.11 and 17/CP.19 ; paragraphs 19–21 of document FCCC/SBSTA/2018/4 , paragraph 24 of document FCCC/SBSTA/2023/4 and paragraph 3 of document FCCC/SBSTA/2024/7	Preparation of technical documentation and servicing of meetings related to the NWP	2.9
Overarching objective: constituted bodies Specific objective: enable the AC, the FWG, the LEG and the WIM Executive Committee to fulfil their mandates	Expected result: constituted bodies are provided with substantive and organizational support and process-related advice that enables them to meet and to perform their mandated functions Performance indicator: number of meetings of constituted bodies Baseline: minimum number of mandated meetings Target: 16	Article 4 of the Convention; Articles 7–8 of the Paris Agreement	Quality of all work carried out by the division managed and controlled and coherence with the adaptation work programme ensured	1
		Decisions 1/CP.16 , 2/CP.17 , 11/CMA.1 and 1/CMA.2	Preparation of documentation for and servicing of meetings of the AC	3.9

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: enhanced engagement</p> <p>Specific objective: facilitate engagement on adaptation to promote action towards achievement of the objective and goals of the Convention and the Paris Agreement</p>	<p>Expected result: policymakers and stakeholders are supported in understanding and aligning their adaptation actions with the objective and goals of the Convention and the Paris Agreement</p> <p>Performance indicator: number of outreach activities</p> <p>Baseline: NA</p> <p>Target: 16</p>	Decisions 2/CP.19 , 2/CP.20 , 1/CP.21 , 2/CP.21 , 3/CP.22 , 4/CP.22 , 5/CP.23 , 10/CP.24 , 2/CP.25 and 2/CMA.2	Preparation of documentation for and servicing of meetings of the WIM Executive Committee	4.3
		Decisions 2/CP.24 and 14/CP.29	Preparation of documentation for and servicing of meetings of the FWG	3
		Decisions 29/CP.7 , 5/CP.26 , 10/CP.27 and 15/CP.29	Preparation of documentation for and servicing of meetings of the LEG	3.3
		All established processes and workplans of the constituted bodies related to adaptation have provisions to enhance outreach and share information widely; decisions 1/CP.16 , 17/CP.19 , 2/CP.23 , 8/CP.27 , 8/CP.28 , 15/CP.29 , 10/CMA.4 and 7/CMA.5	Preparation of documentation and outreach materials in support of the application of anticipatory approaches and foresight to the attainment of long-term resilience, as well as servicing meetings on anticipatory approaches and foresight	1
		All established processes and workplans of the constituted bodies related to adaptation have provisions to enhance outreach and share information widely; decisions 1/CP.16 , 17/CP.19 , 2/CP.23 , 8/CP.27 , 8/CP.28 , 15/CP.29 , 10/CMA.4 and 7/CMA.5	Outreach materials, including infographics, videos, presentations and brochures	0.8
			Posts on social media platforms	
<p>Overarching objective: data and information management</p> <p>Specific objective: manage a trusted repository of adaptation-related data and information, including the adaptation communications registry, NAP Central, the</p>	<p>Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible adaptation-related information</p> <p>Performance indicator: submitted adaptation communications and NAPs are uploaded without delay to the adaptation communications registry and NAP Central respectively, and all relevant adaptation-related web pages and the adaptation</p>	All established processes and workplans of the constituted bodies related to adaptation have provisions to enhance outreach and share information widely; decisions 1/CP.16 , 17/CP.19 , 2/CP.23 , 8/CP.27 , 8/CP.28 ,	Speeches, including for high-level engagements	1
			Coordination and maintenance of adaptation-related web pages and portals	0.8

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
adaptation knowledge portal, the LCIPP and the Fiji Clearing House for Risk Transfer	knowledge portal are updated within two weeks after a conference or event Baseline: NA Target: 100 per cent	15/CP.29 , 10/CMA.4 and 7/CMA.5		
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on adaptation by providing support to ongoing intergovernmental oversight of established processes and negotiating new, revised or enhanced processes, as appropriate	Expected result: the consideration by Parties of the progress made under established processes and by constituted bodies related to adaptation is facilitated Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent	Paragraph 48 of decision 1/CP.21	Maintenance of web pages and the Fiji Clearing House for Risk Transfer	0.7
		Decision 10/CMA.1	Management of the adaptation communications registry	1.2
		Paragraph 21 of decision 2/CP.24	Management of the LCIPP portal	0.3
		Decisions 29/CP.7 , 1/CP.16 , 5/CP.17 , 3/CP.20 , 1/CP.21 , 4/CP.21 , 6/CP.22 , 8/CP.24 , 5/CP.26 , 9/CP.27 , 15/CP.29 and 1/CMA.5	Maintenance of web pages and management of NAP Central	0.4
		Paragraphs 13–28 of document FCCC/SBSTA/2018/4	Maintenance of web pages and management of the adaptation knowledge portal	0.2
		Article 4 of the Convention; Article 7 of the Paris Agreement; decisions related to adaptation	Quality of all work carried out by the division managed and controlled and coherence with the adaptation work programme ensured	1.8
		Decision 2/CP.24 ; document FCCC/SBSTA/2019/5	Servicing of negotiations and in-session events related to the LCIPP	1.3
		Decisions 29/CP.7 , 1/CP.16 , 5/CP.17 , 1/CP.21 , 4/CP.21 , 5/CP.26 , 9/CP.27 , 15/CP.29 and 1/CMA.5	Servicing of negotiations related to NAPs and the LDCs	0.8
		Decisions 2/CP.11 and 17/CP.19 ; documents FCCC/SBSTA/2024/7 , FCCC/SBSTA/2018/4 ,	Servicing of negotiations related to the NWP	0.3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
		FCCC/SBSTA/2022/6 and FCCC/SBSTA/2023/4		
		Decisions 2/CP.17 , 11/CMA.1 and 1/CMA.2	Servicing of negotiations related to the AC	0.6
		Decisions 2/CP.19 , 2/CP.20 , 1/CP.21 , 2/CP.21 , 3/CP.22 , 4/CP.22 , 5/CP.23 , 10/CP.24 , 2/CP.25 and 2/CMA.2	Servicing of negotiations related to loss and damage	0.5
Overarching objective: oversight and management Specific objective: ensure efficient and effective implementation of the division's workplan for 2026–2027	Expected result: the human and financial resources and other assets of the division are effectively managed in accordance with relevant United Nations regulations Performance indicator: number of queries by the United Nations Board of Auditors Baseline: 0 Target: 0	Article 8 of the Convention; Article 17 of the Paris Agreement; decisions related to the secretariat	Quality of all work carried out by the division managed and controlled and coherence with the adaptation work programme ensured	0.2
Division/appropriation line: Mitigation				
Overarching objective: intergovernmental processes Specific objective: enable the CDM Executive Board, the KCI and the Supervisory Body for the mechanism established by Article 6, paragraph 4, of the Paris Agreement to fulfil their mandates	Expected result: the KCI is provided with substantive and organizational support and process-related advice, enabling it to meet and to perform its mandated functions Performance indicator: number of meeting reports and other documents produced as per the workplan of the KCI for 2026–2030 Baseline: NA Target: 100 per cent	Article 4, paragraph 8, of the Convention; Articles 2, paragraph 3, and 3, paragraph 14, of the Kyoto Protocol; Article 4, paragraph 15, of the Paris Agreement; decisions 16/CP.29 , 3/CMP.19 and 22/CMA.6	Servicing of four KCI meetings Preparation of four KCI meeting reports and two annual KCI reports Preparation of technical documentation as per the workplan of the KCI for 2026–2030, including reports on events Organization of an annual high-level ministerial round table at sessions of the COP Note: both joint KCI and RM forum activities and KCI-specific activities are included here; both types of activities to be delivered in the biennium 2026–2027 will be set out in the 2025 annual report of the KCI	0.65

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: enable the secretariat to fulfil its mandates</p>	<p>Expected result: relevant support is provided to Parties and the public for their participation in the UNFCCC process; to the Glasgow Committee on Non-market Approaches, including its workshops and spin-off groups; for operation of the NMA Platform; and to countries, in the form of capacity-building, to assist them in engaging in and cooperating under NMAs</p> <p>Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided; number of countries using NMAs; ease of use of the NMA Platform for countries and support providers; capacity-building on NMAs offered to national focal points and other stakeholders; workshop reports of the Glasgow Committee and other guidance documents prepared and delivered on time</p> <p>Baseline: NA</p> <p>Target: the necessary documentation is made available on time to the highest possible quality and all NMA-related documents are published on time</p>	<p>Decision 4/CMA.3; chapter XIII.C of document FCCC/SBSTA/2024/7</p>	<p>Provision of in-session support to the Glasgow Committee, including in-session meetings and workshops, and preparation of reports and documents</p> <p>Development of a UNFCCC web-based platform for recording NMAs implemented by Parties</p> <p>Organization of capacity-building workshops on NMAs</p>	3.3
	<p>Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate change and climate action, interoperability standards, communication standards and business protocols</p> <p>Performance indicator: RSA Forum under Article 6 of the Paris Agreement convened; guidance document prepared and delivered on time</p> <p>Baseline: agenda published four weeks prior to the start of the RSA Forum and working group meetings; the necessary documentation of the Forum made available in accordance with the rules of procedure of the RSA Forum; two annual reports of the ITL administrator produced</p> <p>Target: all RSA Forums held on time and relevant documents produced on time</p>	<p>Paragraph 36 of the annex to decision 2/CMA.3; paragraphs 32–24 of the annex to decision 6/CMA.4; paragraph 49 of decision 4/CMA.6; document FCCC/TP/2023/1</p>	<p>Four RSA Forum meetings</p> <p>10 working group meetings</p> <p>Operationalization and maintenance of the online platform</p> <p>Documentation of work performed in an annual report to the CMA</p> <p>Revision of about five relevant documents</p>	2.3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: intergovernmental processes Specific objective: ensure efficient and effective implementation of the division's workplan for 2026–2027	Expected result: the human and financial resources and other assets of the division are effectively managed in accordance with relevant United Nations regulations Performance indicator: planned activities are implemented Baseline: NA Target: 100 per cent	Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement	Coordination of divisional outputs with those under UNFCCC workstreams Quality control of all work carried out by the division and enhancement of coherence with the work programme of the secretariat Quality control of divisional outputs and coordination of the outputs with those under UNFCCC workstreams	1
Overarching objective: intergovernmental processes Specific objective: facilitate the participation of Parties in mechanisms and approaches under Article 6 of the Paris Agreement and ensure no countries are left behind owing to lack of understanding thereof	Expected result: Parties are provided with user-friendly training modules and materials on participating in mechanisms and approaches under Article 6 of the Paris Agreement, and capacity-building is provided to assist countries in engaging and cooperating under Article 6 Performance indicator: number of Parties engaging in mechanisms and cooperative approaches under Article 6 Baseline: NA Target: the necessary technical know-how is made available to 100 per cent of Parties registered in the capacity-building workshops and support is provided by the secretariat upon request	Decisions 2/CMA.3 , 3/CMA.4 and 6/CMA.4 ; relevant SBSTA conclusions	Organization of capacity-building workshops on reporting and technical expert reviews related to Article 6, paragraph 2, of the Paris Agreement Preparation of the Article 6 manual and capacity-building materials	0.75
Overarching objective: intergovernmental processes Specific objective: facilitate the participation of Parties in mechanisms and approaches under Article 6 of the Paris Agreement by providing ways of ensuring transparency and avoiding double counting	Expected result: Parties are provided with user-friendly, cost-effective infrastructure for tracking transactions under Article 6 of the Paris Agreement; registry services are established for Parties that do not have their own registries; and capacity-building is provided to assist Parties in engaging and cooperating under Article 6 Performance indicator: number of accounts opened; number of interoperable registries established; number of transactions facilitated; enhanced transparency and accountability	Decisions 2/CMA.3 and 6/CMA.4 ; relevant SBSTA conclusions	Provision of registry services to Parties that do not have or do not have access to a registry Implementation of the international registry	2.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate the participation of Parties in mechanisms and approaches under Article 6 of the Paris Agreement by providing ways of ensuring transparency and avoiding double counting</p>	<p>Baseline: NA</p> <p>Target: the necessary infrastructure is made available to Parties and support is provided by the secretariat</p>			
	<p>Expected result: Parties are provided with a platform enabling them to submit reports on time; transparent information is provided to Parties engaging under Article 6 of the Paris Agreement; and capacity-building is provided to assist Parties in engaging and cooperating under Article 6</p> <p>Performance indicator: number of reports received and processed; authorization statement published; Article 6 manual and other documents published; number of transactions facilitated; enhanced transparency and accountability</p> <p>Baseline: NA</p> <p>Target: the necessary infrastructure is made available to Parties and support is provided by the secretariat</p>	<p>Decisions 2/CMA.3, including paragraph 36 of the annex to that decision, and 6/CMA.4; relevant SBSTA conclusions</p>	<p>Implementation of the centralized accounting and reporting platform, including Article 6 database, and preparation of an annual report on activities</p> <p>Efficient and reliable operation of the centralized accounting and reporting platform</p> <p>Documentation of work performed in an annual report to the CMA</p> <p>Development of relevant technical infrastructure components</p>	3.05
	<p>Expected result: the annual information submitted by Parties is checked for consistency by the secretariat and consistency check reports are prepared for Article 6 technical expert reviews; and the Article 6 database is built, commissioned and operated</p> <p>Performance indicator: number of annual information reports received and processed; enhanced transparency and accountability</p> <p>Baseline: NA</p> <p>Target: the necessary infrastructure is made available to Parties, support is provided by the secretariat and the consistency check reports are produced on time and to a high standard</p>	<p>Paragraphs 32, 35 and 36 of the annex to decision 2/CMA.3; paragraph 28 of decision 6/CMA.4; document FCCC/TP/2023/1</p>	<p>Efficient and reliable operation of the Article 6 database</p> <p>Documentation of work performed in an annual report to the CMA</p>	1.15
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate intergovernmental engagement</p>	<p>Expected result: policymakers and stakeholders are supported in understanding and aligning their mitigation actions with the objective and goals of the Convention and the Paris Agreement</p>	<p>Decisions 4/CMA.1 and 1/CMA.5</p>	<p>Provision of support to Parties in preparing and updating their NDCs and LT-LEDs</p>	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
on mitigation to promote action towards achievement of the objective and goals of the Convention and the Paris Agreement	<p>Performance indicator: support for NDC and LT-LEDS preparation provided</p> <p>Baseline: all help desk and technical support requests responded to within seven working days of receipt</p> <p>Target: 100 per cent of help desk requests addressed</p> <p>Expected result: the mandated activities and other outputs under established intergovernmental processes related to mitigation, response measures and cooperative implementation are delivered in a timely manner</p> <p>Performance indicator: percentage of reports produced on time</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>	Decisions 13/CP.28 , 16/CP.29 , 3/CMP.19 , 6/CMA.4 and 22/CMA.6	<p>Ongoing availability of a help desk for NDCs and LT-LEDS, providing technical information and advice on NDCs, LT-LEDS, sectoral development strategies and subnational development strategies</p> <p>Contribution to delivery of cross-cutting mandates, including NDC synthesis reports and the compilation and synthesis report on BTRs</p>	0.6
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate intergovernmental engagement on Article 6, paragraphs 2, 4 and 8, of the Paris Agreement by providing support to ongoing intergovernmental oversight of established processes, including negotiation processes, as appropriate</p>	<p>Expected result: the consideration by Parties of the progress of established processes and constituted bodies related to Article 6, paragraphs 2, 4 and 8, of the Paris Agreement is facilitated</p> <p>Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>	Decision 2/CMA.3 , chapter V of the annex to decision 3/CMA.3 and decision 6/CMA.4 ; relevant SBSTA conclusions	Adoption of CMA guidance on the three components of Article 6 of the Paris Agreement, namely paragraphs 2, 4 and 8	0.95
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate intergovernmental engagement on mitigation by providing support to ongoing intergovernmental oversight of established processes and negotiating new, revised or</p>	<p>Expected result: the consideration by Parties of the progress of established processes and constituted bodies related to mitigation is facilitated</p> <p>Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>	Article 2, paragraph 2, of the Kyoto Protocol; Article 4 of the Paris Agreement; decisions 4/CP.1 , 1/CMA.3 , 4/CMA.4 , 1/CMA.5 , 4/CMA.5 and 2/CMA.6	Adoption of conclusions and decisions, as relevant, at four sessions of the subsidiary bodies and two sessions of the COP, the CMP and the CMA, on mitigation-related issues, including the Sharm el-Sheikh mitigation ambition and implementation work programme, NDCs, LT-LEDS, and emissions	1.8

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
enhanced processes, as appropriate Overarching objective: intergovernmental processes Specific objective: facilitate the review of voluntary cooperative approaches by technical experts	Expected result: Parties and the public are provided with transparent Article 6 technical expert review reports; the consistency of the review process is increased; and reviews are compiled and synthesized; review training materials and tools are developed; annual meetings for lead reviewers are held; experts nominated by countries undertake Article 6 training and subsequently conduct reviews and prepare reports; and capacity-building is provided to assist countries in engaging and cooperating under Article 6 of the Paris Agreement Performance indicator: number of experts added to the roster who are certified to conduct Article 6 technical expert reviews; number of submissions reviewed; guidance documents and reports prepared and delivered on time Baseline: NA Target: the documentation necessary for the review process is made available on time and to the highest standard and all documents related to the reviews are published on time	Decisions 2/CMA.3 and 6/CMA.4	from international aviation and maritime transport Article 6 technical expert reviews Annual lead reviewer meetings Preparation of an annual compilation and synthesis report on the results of the Article 6 technical expert reviews Development of operational guidelines and a package of training materials for Article 6 technical expert reviews	6
Overarching objective: intergovernmental processes Specific objective: facilitate intergovernmental processes related to response measures, NDCs, LT-LEDS and Article 6 of the Paris Agreement	Expected result: established intergovernmental processes related to mitigation, response measures and cooperative implementation are facilitated Performance indicator: documents and reports produced on time (four weeks before the start of relevant meetings) Baseline: NA Target: 100 per cent	Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement	Support of 24 expected or recurring agenda items by preparing relevant documents, reports, and draft governing body decisions and subsidiary body conclusions	3
Overarching objective: constituted bodies Specific objective: enable the ITL administrator to fulfil its mandates	Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate change and climate action	Decisions 24/CP.8 16/CP.10 , 12/CMP.1 and 13/CMP.1	Preparation of two annual reports of the ITL administrator to the CMP Organization of two RSA Forums	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Performance indicator: RSA Forum documents and annual reports of the ITL administrator prepared and delivered on time</p> <p>Baseline: agenda published four weeks prior to the start of the RSA Forum and documentation on the Forum outcomes made available in accordance with the rules of procedure of the RSA Forum; two annual reports of the ITL administrator produced</p> <p>Target: all RSA Forums held on time and annual reports of the ITL administrator produced on time</p>		Maintenance of the data exchange standards and common operational procedures	
<p>Overarching objective: constituted bodies</p> <p>Specific objective: enable the CDM Executive Board, the KCI and the Supervisory Body to fulfil their mandates</p>	<p>Expected result: the KCI is provided with substantive and organizational support and process-related advice, enabling it to meet and to perform its mandated functions</p> <p>Performance indicator: number of meeting reports and other documents produced as per the workplan of the KCI for 2026–2030</p> <p>Baseline: NA</p> <p>Target: all meeting reports delivered as per the timelines specified in the workplan of the KCI for 2026–2030</p>	Article 4, paragraph 8, of the Convention; Articles 2, paragraph 3, and 3, paragraph 14, of the Kyoto Protocol; Article 4, paragraph 15, of the Paris Agreement; decisions 16/CP.29 , 3/CMP.19 and 22/CMA.6	<p>Servicing of four KCI meetings</p> <p>Preparation of four KCI meeting reports and two annual KCI reports</p> <p>Preparation of technical documentation as per the workplan of the KCI for 2026–2030, including reports on events</p> <p>Organization of an annual high-level ministerial round table at sessions of the COP</p> <p>Note: both joint KCI and RM forum activities and KCI-specific activities are included here; both types of activities to be delivered in the biennium 2026–2027 will be set out in the 2025 annual report of the KCI</p>	2.45
<p>Overarching objective: constituted bodies</p> <p>Specific objective: enable the CDM Executive Board, the KCI and the Supervisory Body to fulfil their mandates</p>	<p>Expected result: the constituted bodies, including their panels and working groups, are provided with substantive and organizational support and process-related advice, enabling them to meet and to perform their mandated functions</p> <p>Performance indicator: number of meetings of constituted bodies held; number of methodological standards clarified or revised; and number of issuance requests completed</p>	Decision 4/CMP.1	<p>Delivery on CDM Executive Board mandates to the secretariat as per the CDM business and management plan for 2026–2027</p>	23.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Baseline: number of meetings of constituted bodies held</p> <p>Target: minimum three of the mandated meetings held per year</p> <p>Expected result: the constituted bodies, including their panels and working groups, are provided with substantive and organizational support and process-related advice, enabling them to meet and to perform their mandated functions</p> <p>Performance indicator: number of meetings of constituted bodies held; number of methodological standards clarified, revised or transition process completed (the transition of eligible CDM activities to the Article 6.4 mechanism); number of activities under the Article 6.4 mechanism registered and issued</p> <p>Baseline: number of meetings of constituted bodies and their working groups held</p> <p>Target: five meetings of the Supervisory Body; ten technical expert meetings under the Accreditation Expert Panel and the Methodological Expert Panel per year</p>	Decisions 3/CMA.2 and 6/CMA.4	Delivery on Supervisory Body mandates to the secretariat as per the resource allocation plan for 2026–2027 of the Article 6.4 mechanism	80.5
<p>Overarching objective: constituted bodies</p> <p>Specific objective: manage a trusted repository of mitigation-related data and information</p>	<p>Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible information on response measures</p> <p>Performance indicator: documents and other materials uploaded to the relevant web pages and made publicly accessible</p> <p>Baseline: NA</p> <p>Target: documents and other materials are uploaded in a timely manner and as per the timeline, in accordance with the workplan of the RM Forum and its KCI for 2026–2030</p>	Decisions 16/CP.29 , 3/CMP.19 and 22/CMA.6	Management of accessible data portals providing Parties with tools and methodologies for assessing the impacts of response measures	0.85
<p>Overarching objective: enhanced engagement</p> <p>Specific objective: facilitate intergovernmental engagement</p>	<p>Expected result: implementation of the Article 6 capacity-building work programme by the Article 6 Capacity-Building unit, including through RCCs and</p>	Decisions 2/CMA.3 , 3/CMA.3 and 1/CMA.5	Convening at least 4 workshops per year aimed at supporting and assisting Parties and other stakeholders in understanding and	4

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
on mitigation to promote action towards achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	<p>other partners, to support the implementation of Article 6 of the Paris Agreement</p> <p>Performance indicator: workshops delivered and knowledge products produced, and their impact determined through participant feedback</p> <p>Baseline: number of workshops delivered and knowledge products produced</p> <p>Target: 4 workshops delivered and 10 knowledge products produced, with at least 75 per cent positive feedback received across all workshops and knowledge products</p>		<p>implementing the guidance for cooperative approaches under Article 6, paragraph 2, of the Paris Agreement; the rules, modalities and procedures of the Article 6.4 mechanism; and the principles and guidance on NMAs under Article 6, paragraph 8, of the Paris Agreement</p> <p>Preparation of at least 10 knowledge products per year, including online training courses, explainers and manuals, and addressing the needs of Parties that host Article 6, paragraph 8, activities</p>	
	<p>Expected result: policymakers are supported in understanding and aligning their mitigation actions with the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement</p> <p>Performance indicator: number of events and meetings</p> <p>Baseline: NA</p> <p>Target: minimum number of planned events and meetings</p>	<p>Paragraph 14 of decision 19/CMA.4</p>	<p>Development and implementation of a digital platform comprising databases of climate solutions and enabling the tracking of demand for climate solutions from participant countries and subnational governments, including cities</p> <p>Development of climate frameworks that support innovation in NDCs and LT-LEDs and implementation of Article 6 of the Paris Agreement</p> <p>Organization of the UN Climate Change Global Innovation Hub at sessions of the COP</p>	1
		<p>Paragraph 136 of decision 1/CP.21</p>	<p>Effective and efficient management of resources allocated to supporting the implementation of the Collaborative Instruments for Ambitious Climate Action work programme</p>	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
		Decision 1/CMA.5	Organization of collaboration activities in support of the NDC Partnership at the global, regional and national level Convening of events at sessions of the COP Systematic and regular exchange of information on the implementation of NDCs and LT-LEDS	3
Overarching objective: enhanced engagement Specific objective: implement the Article 6 capacity-building work programme, delivered through the RCCs, to support the implementation of Article 6 of Paris Agreement	Expected result: implementation of the Article 6 capacity-building work programme by the Article 6 Capacity-Building unit, including that delivered through the RCCs, to support the implementation of Article 6 of the Paris Agreement Performance indicator: number of activities delivered and knowledge products produced Baseline: number of workshops delivered and knowledge products produced Target: 100 per cent of activities	Decisions 2/CMA.3 , 3/CMA.3 and 1/CMA.5	The secretariat's substantive divisions and teams lead the mapping, design and delivery of regional and national capacity-building initiatives. Delivery of capacity-building support, including workshops, events and knowledge products, will be led by the secretariat's substantive teams and delivered through the RCCs and other partners.	12
Overarching objective: data and information management Specific objective: manage a trusted repository of mitigation-related data and information to support mitigation efforts and cooperative implementation of policies	Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate action and associated impacts Performance indicator: portals, databases, tools and hubs updated in a timely manner Baseline: NA Target: provision of information to Parties on a continuous basis	Decision 5/CP.24	Analysis of high impact mitigation policies and their status of implementation Preparation of knowledge products (e.g. policy briefs, technical papers, data analyses) Facilitation of decarbonization projects across industries to reach maturity	2.15
Overarching objective: data and information management Specific objective: manage a trusted repository of mitigation-related data and information	Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible information on response measures Performance indicator: documents and other materials uploaded to the relevant web pages and made publicly accessible	Decisions 16/CP.29 , 3/CMP.19 and 22/CMA.6	Management of accessible data portal providing Parties with tools and methodologies for assessing the impacts of response measures	0.3

Objectives	Expected result(s), performance indicator(s), baseline(s), target(s)	Aggregated mandates	Output(s)	No. of posts
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: facilitate intergovernmental engagement on mitigation to promote action towards achievement of the objective and goals of the Convention and the Paris Agreement</p>	<p>Baseline: NA</p> <p>Target: documents and other materials are uploaded in a timely manner and in accordance with the workplan of the RM forum and its KCI for 2026–2030</p> <p>Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate action and associated impacts</p> <p>Performance indicator: portals, databases, tools, knowledge products and hubs updated in a timely manner</p> <p>Baseline: NA</p> <p>Target: 100 per cent of updates are made on time</p>	<p>Decisions 1/CP.21, 1/CMA.2, 1/CMA.3, 1/CMA.4, 1/CMA.5 and 2/CMA.6</p>	<p>Preparation of knowledge products (e.g. policy briefs, technical papers, data analyses)</p> <p>Development of a database of high impact mitigation policies and their status of implementation</p> <p>Assessment of mitigation policies and efforts of Parties</p> <p>Development of LT-LEDs platform, knowledge hub and online repository</p>	1.6
	<p>Expected result: events are held and related documents and reports are produced on time</p> <p>Performance indicator: percentage of documents and reports published four weeks prior to the start of a meeting</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Decisions 1/CP.21, 1/CMA.2, 1/CMA.3, 1/CMA.4 and 1/CMA.5</p>	<p>Organization of events, including the annual high-level ministerial round table on pre-2030 ambition held at sessions of the COP</p> <p>Publication of two NDC synthesis reports</p> <p>Publication of at least one LT-LEDs synthesis report</p>	1.1
	<p>Expected result: Parties are able to agree on decisions and conclusions following consideration of the progress of established processes and constituted bodies related to mitigation, response measures and cooperative implementation</p> <p>Performance indicator: number of events held</p> <p>Baseline: NA</p> <p>Target: three events per year</p>	<p>Decisions 1/CP.21 and 1/CMA.5</p>	<p>Organization of technical training meetings and events, including at sessions of the COP, to facilitate systematic and regular exchange of information among Parties on implementation, ambition and alignment of NDCs and LT-LEDs</p>	0
	<p>Expected result: policymakers and stakeholders are supported in understanding and aligning their</p>	<p>Decisions 4/CMA.1 and 1/CMA.5</p>	<p>Provision of support to Parties in preparing and updating their NDCs and LT-LEDs</p>	0.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	mitigation actions with the objective and goals of the Convention and the Paris Agreement Performance indicator: support for NDC and LT-LEDs preparation provided on time Baseline: all help desk and technical support requests responded to within seven working days of receipt Target: 100 per cent of help desk requests addressed		Ongoing availability of a help desk for NDCs and LT-LEDs, providing technical information and advice on NDCs, LT-LEDs, sectoral development strategies and subnational development strategies	
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on Article 6, paragraphs 2, 4 and 8, of the Paris Agreement by providing support to ongoing intergovernmental oversight of established processes, including negotiation processes, as appropriate	Expected result: the consideration by Parties of the progress of established processes and constituted bodies related to Article 6, paragraphs 2, 4 and 8, of the Paris Agreement is facilitated Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent	Decision 2/CMA.3 , annex to decision 3/CMA.3 , decisions 4/CMA.3 and 6/CMA.4 and relevant SBSTA conclusions	Adoption of CMA guidance on the three components of Article 6 of the Paris Agreement, namely paragraphs 2, 4 and 8	1
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on mitigation and Kyoto Protocol flexibility mechanisms by providing support to ongoing intergovernmental oversight of established processes, including negotiation processes, as appropriate	Expected result: the consideration by Parties of the progress of established processes and constituted bodies related to flexibility mechanisms is facilitated Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent	Decisions 3/CMP.1 , 7/CMP.1 , 8/CMP.7 , 5/CMP.8 , 4/CMP.14 , 2/CMP.17 and 1/CMP.18 and relevant SBSTA conclusions	Adoption of guidance on the CDM at sessions of the CMP	0.75
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on mitigation by providing	Expected result: the consideration by Parties of the progress of established processes and constituted bodies related to mitigation is facilitated	Article 2, paragraph 2, of the Kyoto Protocol; Article 4 of the Paris Agreement; decisions 4/CP.1 , 1/CMA.3 , 4/CMA.4 ,	Adoption of conclusions and decisions, as relevant, at four sessions of the subsidiary bodies and two sessions of the CMA, on mitigation-related issues, including the Sharm el-Sheikh	1.3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
support to ongoing intergovernmental oversight of established processes and negotiating new, revised or enhanced processes, as appropriate	Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: NA Target: 100 per cent	1/CMA.5 , 4/CMA.5 and 2/CMA.6 Article 4, paragraph 8, of the Convention; Articles 2, paragraph 3, and 3, paragraph 14, of the Kyoto Protocol; Article 4, paragraph 15, of the Paris Agreement; decisions 20/CP.27 , 13/CP.28 , 16/CP.29 , 7/CMP.1 , 8/CMP.7 , 5/CMP.8 and 4/CMP.18 Decision 7/CP.4	mitigation ambition and implementation work programme, NDCs, LT-LEDs, and emissions from international aviation and maritime transport Adoption of conclusions and decisions related to response measures at four sessions of the subsidiary bodies and two sessions of the governing bodies Preparation of two annual reports on the RM forum Analysis of high impact mitigation policies and their status of implementation Preparation of knowledge products (e.g. policy briefs, technical papers, data analyses) Facilitation of decarbonization projects across industries to reach maturity	0.75
Overarching objective: intergovernmental engagement Specific objective: manage a trusted repository of mitigation-related data and information to support mitigation efforts and cooperative implementation of policies	Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate action and associated impacts Performance indicator: portals, databases, tools and hubs are updated in a timely manner Baseline: NA Target: provision of information to Parties on a continuous basis	Decisions 1/CP.21 , 1/CMA.2 , 1/CMA.3 , 1/CMA.4 , 1/CMA.5 and 2/CMA.6	Preparation of knowledge products (e.g. policy briefs, technical papers, data analyses) Development of a database of high impact mitigation policies and their status of implementation Assessment of mitigation policies and efforts of Parties Development of LT-LEDs platform, knowledge hub and online repository	1.1
Overarching objective: intergovernmental engagement	Expected result: the mandated activities and other outputs under established intergovernmental	Decisions 1/CMA.3 , 4/CMA.4 , 4/CMA.5 and 2/CMA.6	Organization of two global dialogues and investment-focused	1.6

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Specific objective: support policymakers and stakeholders in understanding and aligning their mitigation actions with the objective and goals of the Convention and the Paris Agreement	<p>processes related to mitigation, response measures and cooperative implementation are delivered in a timely manner and in accordance with the relevant CMA decisions</p> <p>Performance indicator: events held and related documents and reports produced on time</p> <p>Baseline: NA</p> <p>Target: two global dialogues and investment-focused events held under the Sharm el-Sheikh mitigation ambition and implementation work programme in 2026; annual report on the global dialogues and investment-focused events published four weeks prior to the start of COP 31</p>		<p>events held under the Sharm el-Sheikh mitigation ambition and implementation work programme</p> <p>Preparation of two reports, including one annual report on the work programme in 2026</p> <p>Note: a decision on future activities under the work programme is expected at CMA 7</p>	
Division/appropriation line: Means of Implementation				
Overarching objective: intergovernmental processes Specific objective: facilitate intergovernmental engagement on technology transfer and development	<p>Expected result: the implementation of mandated activities and processes related to technology development and transfer, including TNAs, is facilitated</p> <p>Performance indicator: percentage of activities completed</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Decisions 1/CP.16 , 18/CMA.1 and 5/CMA.3	<p>Provision of support for preparing NDC and BTR synthesis reports</p> <p>Participation in TNA global project governance</p> <p>Organization of TNA events</p>	0.8
Overarching objective: intergovernmental processes Specific objective: support established intergovernmental processes related to capacity-building	<p>Expected result: the implementation of mandated activities and processes related to capacity-building, including the Durban Forum on capacity-building, is facilitated</p> <p>Performance indicator: meetings of the Durban Forum held</p> <p>Baseline: 2</p> <p>Target: 2</p>	Decisions 1/CP.16 , 2/CP.17 , 1/CP.18 , 15/CP.24 , 12/CP.26 and 10/CMP.8	Servicing of two Durban Forum meetings and preparation of related reports	0.3
Overarching objective: intergovernmental processes Specific objective: support established intergovernmental	<p>Expected result: Parties and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate change and climate action, and policymakers are supported in understanding and aligning their actions with the</p>	Decisions 2/CP.17 , 9/CP.21 , 4/CP.26 , 8/CP.26 , 12/CMA.1 , 9/CMA.3 , 14/CMA.3 , 1/CMA.5 , 9/CMA.5	Provision of support for intergovernmental processes related to climate finance, including preparing a compilation and synthesis of the submissions, organizing high-level ministerial	2.8

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
processes related to climate finance	objective and goals of the Convention and the Paris Agreement Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent		dialogues and in-sessional workshops, aggregating data from national reports and contributing inputs to relevant processes	
Overarching objective: constituted bodies Specific objective: enable the SCF to fulfil its mandates	Expected result: the SCF is provided with support in delivering on its mandates and implementing its work programme Performance indicator: meetings of the SCF held Baseline: 6 Target: 6 Expected result: the SCF is provided with support in delivering on its mandates and implementing its work programme Performance indicator: SCF Forums held Baseline: 2 Target: 2 Expected result: the SCF is provided with support in delivering on its mandates and implementing its work programme Performance indicator: percentage of activities in the annual SCF workplans for 2026 and 2027 completed Baseline: 100 per cent Target: 100 per cent	Decisions 2/CP.17 and 4/CP.24 Decisions 2/CP.17 , 4/CP.24 and 11/CP.25 Decisions 2/CP.17 , 5/CP.18 , 6/CP.21 , 7/CP.23 , 4/CP.24 , 11/CP.25 , 4/CP.26 , 5/CMA.2 and 1/CMA.6	Servicing of six meetings of the SCF, including preparation of reports and other documents Provision of support for two SCF Forums, including logistics and travel arrangements, for the participation of developing country experts Provision of support for activities in the workplan of the SCF, such as preparation of reports (2026 Biennial Assessment and Overview of Climate Finance Flows; third report on progress towards achieving the goal of mobilizing jointly USD 100 billion per year to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation; first report on progress towards achieving the new collective quantified goal on climate finance; third report on the determination of the needs of	2.6 0.5 7.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: constituted bodies Specific objective: enable the TEC to fulfil its mandates	Expected result: the TEC is provided with support in delivering on its mandates and implementing its work programme Performance indicator: percentage of activities in the TEC workplan completed Baseline: 100 per cent Target: 100 per cent	Decisions 1/CP.16 , 4/CP.17 , 15/CP.23 , 18/CP.27 , 15/CMA.1 and 19/CMA.4	developing country Parties related to implementing the Convention and the Paris Agreement), including publishing background papers, processing submissions, organizing technical meetings and outreach events and developing data sets	
			Implementation of the TEC rolling workplan for 2023–2027 and the joint work programme of the Technology Mechanism for 2023–2027	4.1
			Servicing of four meetings of the TEC, including preparation of reports and other documents	2.3
Overarching objective: constituted bodies Specific objective: enable the PCCB to fulfil its mandates	Expected result: the PCCB is provided with support in delivering on its mandates and implementing its work programme Performance indicator: percentage of activities in the PCCB workplan completed Baseline: 100 per cent Target: 100 per cent	Decisions 1/CP.21 , 2/CP.22 , 12/CP.29 , 3/CMA.2 , 19/CMA.6 and 20/CMA.6	Provision of support for implementing the PCCB workplan, including preparing background documents and organizing the annual Capacity-building Hub and other events	3.2
			Servicing of two meetings of the PCCB, including preparation of meeting reports	0.5
			Preparation of PCCB annual technical progress reports	
			Convening of monthly PCCB intersessional conference calls	

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: enhanced engagement Specific objective: facilitate intergovernmental engagement on means of implementation to promote action towards achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	Expected result: stakeholders are engaged in supporting the implementation of the Technology Mechanism Initiative on Artificial Intelligence for Climate Action Performance indicator: percentage of activities in the workplan of the Technology Mechanism Initiative on Artificial Intelligence for Climate Action for 2024–2027 completed Baseline: 100 per cent Target: 100 per cent	Decisions 9/CP.28 , 15/CMA.1 and 14/CMA.5	Provision of support for implementing the Technology Mechanism Initiative on Artificial Intelligence for Climate Action workplan for 2024–2027	1
	Expected result: policymakers are supported in understanding and aligning their actions with the objective and goals of the Convention and the Paris Agreement Performance indicator: percentage of activities completed as per respective work plans Baseline: 100 per cent Target: 100 per cent	Decisions 6/CP.23 , 4/CP.26 , 13/CP.27 and 4/CP.28	Provision of technical support to countries for implementing their identified climate finance needs by organizing workshops, training events, high-level partner dialogues and/or investment forums	4
	Expected result: secretariats of the operating entities and other stakeholders are supported in understanding and aligning their policies with the objective and goals of the Convention and the Paris Agreement Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decisions 6/CP.23 , 2/CP.27 , 1/CP.28 , 3/CMP.1 , 1/CMP.3 , 6/CMP.6 , 2/CMP.13 , 1/CMP.14 , 1/CMA.1 , 2/CMA.4 and 5/CMA.5	Provision of comprehensive outreach and stakeholder engagement support, including engagement with the operating entities of the Financial Mechanism	1.25
	Expected result: Parties and the public are provided with up-to-date and readily accessible information pertaining to climate finance as it relates to the GST Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decision 1/CMA.5	Input on climate finance during the technical phase of the GST is provided	0

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: data and information management Specific objective: manage a trusted repository of data and information on climate finance	Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible information pertaining to climate finance, technology development and transfer, and capacity-building Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decisions 2/CP.7 and 3/CP.7	Coordination of internal and external mechanisms for identifying and addressing capacity-building gaps	0.5
	Expected result: the strengthening of individual, institutional and systemic capacities to enhance synergies among climate action, biodiversity conservation and sustainable land management is facilitated Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decisions 2/CP.7 , 3/CP.7 and 1/CMA.5	Organization of capacity-building events and trainings Publication of capacity-building-related materials	0
	Expected result: Parties are better equipped to achieve NDC targets and the goals in their NAPs as a result of receiving integrated support across the various means of implementation, and developing countries receive increased support to implement their NDCs and NAPs Performance indicator: increased demand for support Baseline: NA Target: NA	Decisions 6/CP.23 , 12/CP.29 , 3/CMP.1 , 6/CMP.11 , and 18/CMA.6	Enhanced technical engagement with and provision of capacity-building support to developing country Parties for accelerating effective deployment of means of implementation for NDCs and NAPs	1
	Expected result: Parties and the public are provided with up-to-date and readily accessible information on climate finance and policymakers are supported in understanding and aligning their actions with the objective and goals of the Convention and the Paris Agreement Performance indicator: the climate finance data portal is maintained and regularly updated	Decision 9/CP.21	Maintenance and enhancement of portals and websites related to climate finance	0.2

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Baseline: portal updated within four weeks of relevant meetings and events Target: portal updated within four weeks of relevant meetings and events			
Overarching objective: data and information management Specific objective: manage a trusted repository of technology-related data and information	Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible information pertaining to technology development and transfer Performance indicator: number of TT:CLEAR page views Baseline: 88,000 page views per year Target: 88,000 page views per year	Decisions 4/CP.7 , 3/CP.13 , 4/CP.17 and 19/CMA.4	Maintenance and update of TT:CLEAR web pages and databases, including those containing data on TNAs, technology action plans and national designated entities	1
Overarching objective: data and information management Specific objective: manage a trusted repository of capacity-building-related data and information	Expected result: Parties and the public are provided with authoritative, up-to-date and readily accessible information pertaining to capacity-building Performance indicator: capacity-building portal and relevant web pages maintained and functionalities and user-friendliness of the portal improved Baseline: portal updated within four weeks of relevant meetings and events, and functionalities improved Target: portal updated within four weeks of relevant meetings and events, and functionalities improved	Decisions 2/CP.7 , 16/CP.22 , 16/CP.23 , 9/CP.25 , 12/CP.26 and 18/CMA.3	Maintenance and enhancement of portals and websites related to capacity-building	0.9
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on capacity-building	Expected result: the consideration by Parties of the progress of established arrangements, processes and constituted bodies related to capacity-building is facilitated Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decisions 11/CP.29 , 12/CP.29 and 19/CMA.6	Servicing of negotiations related to capacity-building	0.6
Overarching objective: intergovernmental engagement	Expected result: the consideration by Parties of the progress of established arrangements, processes and	Decisions 3/CP.4 , 12/CP.2 , 1/CP.16 , 2/CP.17 , 3/CP.17 , 5/CP.19 , 11/CP.23 , 11/CP.25 ,	Servicing of negotiations related to climate finance, including on the Fund for responding to Loss	2.15

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Specific objective: facilitate intergovernmental engagement on climate finance	constituted bodies related to climate finance is facilitated Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	4/CP.26 , 8/CP.26 , 2/CP.27 , 1/CP.28 , 1/CMP.3 , 6/CMP.6 , 2/CMP.13 , 1/CMP.14 , 1/CMA.1 , 3/CMA.1 , 1/CMA.3 , 4/CMA.1 , 12/CMA.1 , 14/CMA.3 , 2/CMA.4 and 5/CMA.5	and Damage; the review of the Financial Mechanism; guidance to the Green Climate Fund, the Global Environment Facility, the Least Developed Countries Fund and the Special Climate Change Fund; the Adaptation Fund; Article 9, paragraph 5, of the Paris Agreement; long-term finance; and the annual reports of the SCF	
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on technology transfer and development	Expected result: the consideration by Parties of the progress of established mechanisms, processes and constituted bodies related to technology development and transfer is facilitated Performance indicator: percentage of activities completed Baseline: 100 per cent Target: 100 per cent	Decisions 2/CP.17 , 11/CP.26 , 2/CP.29 , 1/CMA.5 and 20/CMA.4	Servicing of negotiations related to technology development and transfer, including the joint annual report of the TEC and the Climate Technology Centre and Network, the technology implementation programme, the review of the Climate Technology Centre and Network, the periodic assessment of the Technology Mechanism, and the Poznan strategic programme on technology transfer	1.8
Overarching objective: oversight and management Specific objective: facilitate intergovernmental engagement on means of implementation to promote action towards achievement of the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement	Expected result: the coordination and coherence of work under the UNFCCC process related to means of implementation is enhanced Performance indicator: evidence of progress of processes and constituted bodies and of progress towards achieving goals related to means of implementation; enhanced coordination and coherence of work under the UNFCCC process related to means of implementation Baseline: NA Target: NA	Article 8 of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Strategic quality management and programmatic oversight, ensuring coherent implementation and effective monitoring of the division's work programme	4
Division/appropriation line: Transparency				
Overarching objective: intergovernmental processes	Expected result: training courses are regularly updated and maintained.	Decisions 20/CP.19 , 13/CP.20 , 14/CP.20 , 15/CP.20 , 19/CP.23 ,	Periodic review, updating and publication (offline and online	0.7

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Specific objective: enable experts nominated to the UNFCCC roster of experts to take the necessary and relevant training courses and certification process to be eligible for reviewing BTRs submitted by Parties</p>	<p>Performance indicator: number of training courses updated and published</p> <p>Baseline: five</p> <p>Target: five</p>	<p>1/CP.24 and 5/CMP.11; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 9/CMA.4; relevant SBSTA and SBI conclusions</p>	<p>versions) of the five courses and their subcourses, as well as periodic updating of related materials and organization of the certification process</p>	
	<p>Expected result: interactive online versions of BTR review courses are developed and translated into United Nations languages</p> <p>Performance indicator: number of courses with online versions and translated into United Nations languages</p> <p>Baseline: five</p> <p>Target: five</p>	<p>Decisions 20/CP.19, 13/CP.20, 14/CP.20, 15/CP.20, 19/CP.23, 1/CP.24 and 5/CMP.11; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 9/CMA.4; relevant SBSTA and SBI conclusions</p>	<p>Launch of the online version of all courses and translation of course materials</p> <p>Running of five courses</p>	1
	<p>Expected result: experts are able to take training courses and complete relevant certification processes</p> <p>Performance indicator: number of examination periods and number of certified experts</p> <p>Baseline: NA</p> <p>Target: eight examination periods and 1,200 experts certified</p>	<p>Decisions 20/CP.19, 13/CP.20, 14/CP.20, 15/CP.20, 19/CP.23, 1/CP.24 and 5/CMP.11; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 9/CMA.4; relevant SBSTA and SBI conclusions</p>	<p>Holding of eight examination periods</p> <p>Certification of 1,200 experts</p>	1.9
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate the participation of new experts from less represented regions and sectors in the technical expert review of BTRs</p>	<p>Expected result: enable experts to conduct high-quality BTR reviews by providing them with additional learning opportunities and hands-on exercises online and in-person</p> <p>Performance indicator: number of training seminars</p> <p>Baseline: six</p> <p>Target: six</p>	<p>Decisions 20/CP.19, 13/CP.20, 14/CP.20, 15/CP.20, 19/CP.23, 1/CP.24 and 5/CMP.11; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 9/CMA.4; relevant SBSTA and SBI conclusions</p>	<p>Holding of six in-person and six online seminars for training 240 new experts</p>	0
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: support the established intergovernmental</p>	<p>Expected result: Parties, stakeholders, experts and the public are provided with an up-to-date, readily accessible online portal for sharing of information on</p>	<p>Decision 3/CP.27</p>	<p>Development of the Sharm el-Sheikh online portal in accordance with the guidance received</p>	0.6

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
processes related to agriculture under the Convention	<p>projects, initiatives and policies that address issues related to agriculture and food security</p> <p>Performance indicator: percentage of submissions to the online portal made available to users</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p> <p>Expected result: the established intergovernmental process related to agriculture is facilitated, mandates are implemented, and published reports inform discussions</p> <p>Performance indicator: number of reports published</p> <p>Baseline: NA</p> <p>Target: two</p> <p>Expected result: the established intergovernmental process related to agriculture is facilitated, mandates are implemented, and published reports inform discussions</p> <p>Performance indicator: number of workshops held</p> <p>Baseline: NA</p> <p>Target: NA</p>	<p>Decision 3/CP.27</p> <p>Decision 3/CP.27</p>	<p>Publication of an annual synthesis report on issues related to agriculture and food security</p> <p>Organization of an in-session hybrid workshop related to agriculture and food security and publication of a report thereon</p>	<p>0.55</p> <p>0.3</p>
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: support the established intergovernmental processes related to the MRV under the Convention and the ETF</p>	<p>Expected result: the established intergovernmental processes related to ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: number of reports on the review of BTRs published and number of FMCP reports published</p> <p>Baseline: NA</p> <p>Target: 140 BTRs review reports and 140 FMCP reports (if adequate supplementary funding is provided)</p>	<p>Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3</p>	<p>Preparation of 140 BTRs review reports and 140 FMCP reports</p>	<p>15.9</p>

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Expected result: the established intergovernmental processes related to ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: annual meetings of lead reviewers of BTRs conducted, including preparation of background materials, analytical papers, presentations, conclusions and recommendations</p> <p>Baseline: two</p> <p>Target: two</p>	Decisions 13/CP.20 , 18/CMA.1 and 5/CMA.3 ; Article 13 of the Paris Agreement	<p>Convening of annual meetings of lead reviewers, including preparation of conclusions and recommendations of lead reviewers</p> <p>Updating of the review practice guidance</p>	0.9
	<p>Expected result: the established intergovernmental processes related to ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: coordinated implementation of all ETF training programmes</p> <p>Baseline: NA</p> <p>Target: NA</p>	Decisions 20/CP.19 , 13/CP.20 , 14/CP.20 , 15/CP.20 , 19/CP.23 , 1/CP.24 and 5/CMP.11 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 , 5/CMA.3 and 9/CMA.4 ; relevant SBSTA and SBI conclusions	Enhancement of the quality of and coherence across all UNFCCC training programmes on aspects of the ETF	0.4
	<p>Expected result: the established intergovernmental processes related to ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: number of reports on the reviews of BRs, BURs, NCs and GHG inventories under the MRV process published, including simplified reviews of GHG inventories for Parties included in Annex I to the Convention</p> <p>Baseline: NA</p> <p>Target: NA</p>	Articles 5 and 8 of the Convention; decisions 1/CP.16 , 2/CP.17 , 19/CP.18 , 19/CP.19 and 20/CP.19	<p>Preparation of 43 simplified GHG inventory review reports</p> <p>Preparation of review reports on BRs, BURs and NCs, as appropriate</p>	0.6
	<p>Expected result: the established intergovernmental processes related to ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: number of reviews of BTRs conducted; processes, procedures, templates and</p>	Article 8 of the Convention; decisions 1/CP.16 , 2/CP.17 , 19/CP.18 , 19/CP.19 and 20/CP.19 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	<p>Organization of the technical review process for BTRs</p> <p>Organization of the FMCP process</p>	7.8

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	guidance for the review of BTRs developed and maintained Baseline: NA Target: reviews are conducted for all submitted BTRs and guidelines, operational procedures and support materials are prepared		Preparation of guidelines, reference documents and support materials for BTR reviews Development of operational procedures and preparation of support materials for the technical expert review process under the ETF	
	Expected result: the established intergovernmental processes related to the ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently Performance indicator: number of BTR synthesis reports published Baseline: one Target: one	Article 13 of the Paris Agreement; decision 18/CMA.1	Preparation of one synthesis report on BTRs and national inventory reports	0.8
	Expected result: the established intergovernmental processes related to the ETF and MRV (BTRs, FMCP, GHG inventories, IAR, ICA, REDD+) are facilitated and continue to function effectively and efficiently Performance indicator: percentage of experts in the UNFCCC roster of experts with updated information Baseline: 100 per cent Target: 100 per cent	Decisions 20/CP.19 , 23/CP.19 , 13/CP.20 , and 22/CMP.1	Maintenance of the UNFCCC roster of experts	0.3
	Expected result: the established intergovernmental process for the technical analysis of REDD+ results and technical assessment of FREL/FRL submissions is facilitated and continues to function effectively and efficiently Performance indicator: number of FREL/FRL technical assessment reports published Baseline: NA Target: 25	Article 5, paragraph 2, of the Paris Agreement; Warsaw Framework for REDD+ (decisions 9/CP.19 , 10/CP.19 , 11/CP.19 , 12/CP.19 , 13/CP.19 , 14/CP.19 and 15/CP.19)	Preparation of 25 FREL/FRL technical assessment reports	1.85

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Expected result: the established intergovernmental process for the technical analysis of REDD+ results is facilitated and continues to function effectively and efficiently</p> <p>Performance indicator: number of REDD+ technical analysis technical reports published</p> <p>Baseline: NA</p> <p>Target: 25</p>	Article 5, paragraph 2, of the Paris Agreement; Warsaw Framework for REDD+ (decisions 9/CP.19 , 10/CP.19 , 11/CP.19 , 12/CP.19 , 13/CP.19 , 14/CP.19 and 15/CP.19); decision 18/CMA.1	Preparation of 25 REDD+ technical analysis technical reports	1.85
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: support the established intergovernmental processes related to the MRV under the Convention and the ETF</p>	<p>Expected result: the established intergovernmental processes related to ETF (BTRs, FMCP, REDD+) are facilitated and continue to function effectively and efficiently</p> <p>Performance indicator: implementation of the ETF is coordinated</p> <p>Baseline: NA</p> <p>Target: NA</p>	Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Implementation of the ETF in a coherent manner	1.5
<p>Overarching objective: constituted bodies</p> <p>Specific objective: support the intergovernmental process, enable the CGE to fulfil its mandate to assist developing country Parties in implementing ETF and MRV arrangements, and enable other constituted bodies and expert groups to engage in matters related to the ETF and MRV to fulfil their mandates</p>	<p>Expected result: constituted bodies are provided with substantive and organizational support and process-related advice, enabling them to meet and to perform their mandated functions</p> <p>Performance indicator: number of CGE meetings held, including preparation and publication of agendas and documentation of meeting outcomes in accordance with the rules of procedure of the CGE</p> <p>Baseline: four</p> <p>Target: four</p>	Article 12 of the Convention; decisions 8/CP.5 , 3/CP.8 , 17/CP.8 , 5/CP.15 , 1/CP.16 , 2/CP.17 , 18/CP.18 , 19/CP.19 , 20/CP.19 , 20/CP.22 , 11/CP.24 and 14/CP.26 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 , 5/CMA.3 , 18/CMA.5 and 21/CMA.6 ; relevant SBI conclusions	<p>Convening of four CGE meetings, including preparation of related technical reports and the report on the meeting</p> <p>Preparation of two annual progress reports and other technical reports</p>	2.95
	<p>Expected result: constituted bodies are provided with substantive and organizational support and process-related advice, enabling them to meet and to perform their mandated functions</p> <p>Performance indicator: percentage of planned activities in the annual workplan of the CGE implemented</p>	Article 12 of the Convention; decisions 8/CP.5 , 3/CP.8 , 17/CP.8 , 5/CP.15 , 1/CP.16 , 2/CP.17 , 18/CP.18 , 19/CP.19 , 20/CP.19 , 20/CP.22 , 11/CP.24 and 14/CP.26 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 , 5/CMA.3 , 18/CMA.5	Provision of quality and coherent support to the intergovernmental process, as well as support to the CGE for implementing its workplan and provision of technical support to Parties for implementing the ETF	0.6

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Performance indicator: number of engagement activities (dialogues, platforms and networks) Baseline: NA Target: 16	and 21/CMA.6 ; relevant SBI conclusions		
Overarching objective: enhanced engagement Specific objective: facilitate Parties in promoting climate action by strengthening collaboration, coordination and partnerships with other organizations working on addressing matters related to MRV and the ETF, including under the Together4Transparency initiative	Expected result: Parties are provided with support and training to facilitate their implementation of agreed provisions related to MRV and to transparency and NDCs in the context of the ETF, and international organizations are provided with inputs on agriculture, LULUCF and REDD+ Performance indicator: number of engagement activities (training workshops, dialogues, meetings, partnerships and networks) Baseline: NA Target: 20	Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Strengthening of Parties' domestic capacities for implementing the ETF Development of a global network for governments, organizations and other stakeholders to engage in the ETF Organization of 14 regional meetings, ETF workshops and targeted events, four partnership events on the ETF, and two COP global transparency events	2.7
Overarching objective: data and information management Specific objective: enhance and maintain the transparency data hub as the authoritative and trusted repository of data and information on MRV and the ETF and of all transparency-related systems, applications, tools and portals	Expected result: Parties, stakeholders, experts and the public are provided with up-to-date, readily accessible transparency-related systems, tools, applications and portals Performance indicator: NA Baseline: NA Target: NA	Articles 4 and 12 of the Convention; decisions 2/CP.17 , 19/CP.18 , 24/CP.19 and 13/CP.20 ; Articles 5, 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 22/CMP.1 , 27/CMP.1 , 1/CMP.8 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and 4/CMP.11 ; Articles 4, paragraph 12, and 13 of the Paris Agreement; decisions 5/CMA.1 , 18/CMA.1 and 5/CMA.3	Coordination and maintenance of transparency-related systems, applications, tools and portals such that they remain continuously operational and fit for purpose Development and implementation of operating procedures for the applications and tools	0.8
	Expected result: Parties, stakeholders, experts and the public are provided with up-to-date, readily accessible transparency-related systems, tools, applications and portals Performance indicator: number of transparency-related systems, applications, tools and portals available to users without interruption	Articles 4 and 12 of the Convention; decisions 2/CP.17 , 19/CP.18 , 24/CP.19 and 13/CP.20 ; Articles 5, 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 22/CMP.1 , 27/CMP.1 , 1/CMP.8 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and 4/CMP.11 ;	Maintenance, updating and streamlining of 25 systems, applications, tools, portals and information-sharing platforms used across transparency processes, including the ETF reporting and review tools, REDD+ platform, NDC and	4.9

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Baseline: 25 Target: 25	Articles 4, paragraph 12, and 13 of the Paris Agreement; decisions 5/CMA.1 , 18/CMA.1 and 5/CMA.3	NAMA registries and UNFCCC roster of experts	
	Expected result: Parties, stakeholders, experts and the public are provided with up-to-date, readily accessible transparency-related systems, tools, applications and portals Performance indicator: number of transparency-related systems, applications, tools and portals available to users without interruption Baseline: three Target: nine	Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Enhancement of the three new ETF reporting tools (one common reporting format and two common tabular formats for reporting on progress in implementing NDCs and reporting data on finance, technology development and transfer, and capacity-building support needed and received) and development and implementation of six new tools for review and FMCP processes required to support the ETF (three review tools, a virtual team room, the FMCP portal and the climate finance data portal), as well as organizing 10 training sessions for users of the tools	1.5
	Expected result: information is updated in the UNFCCC data warehouse, enabling Parties and the public to access up-to-date information on the ETF, MRV and other transparency-related matters Performance indicator: enhanced capacity of the secretariat to prepare the NDC synthesis report on an annual basis Baseline: NA Target: NA	Decision 1/CMA.3	Establishment of a stable information technology system and process for preparing the NDC synthesis report on an annual basis	0.75
	Expected result: information is updated in the UNFCCC data warehouse, enabling Parties and the public to access up-to-date information on the ETF, MRV and other transparency-related matters Performance indicator: enhanced UNFCCC data warehouse and GHG data interface	Articles 4 and 12 of the Convention; decisions 24/CP.19 and 13/CP.20 ; Articles 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 27/CMP.1 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and	Enhancement and updating of the UNFCCC data warehouse to allow for the recording of data provided by Parties under the ETF and MRV, including linking	1.4

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Baseline: NA Target: NA	4/CMP.11 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3 ; SBSTA conclusions	it with the new ETF reporting tools and the submission portal Enhancement of the GHG data interface in response to any new mandates	
	Expected result: information is updated in the UNFCCC data warehouse, enabling Parties and the public to access up-to-date information on the ETF, MRV and other transparency-related matters Performance indicator: new UNFCCC data hub established Baseline: NA Target: NA	Articles 4 and 12 of the Convention; decisions 24/CP.19 and 13/CP.20 ; Articles 5, 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 27/CMP.1 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and 4/CMP.11 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Establishment of the UNFCCC data hub, enabling the coordinated dissemination of up-to-date information to Parties, other stakeholders and the public	0.7
	Expected result: information is updated in the UNFCCC data warehouse, enabling Parties and the public to access up-to-date information on the ETF, MRV and other transparency-related matters Performance indicator: percentage of various mandated reports published in accordance with established deadlines; data in the GHG data interface updated Baseline: 100 per cent of reports; six releases (three per year) of GHG data interface updates Target: 100 per cent of reports; six releases (three per year) of GHG data interface updates	Articles 4 and 12 of the Convention; decisions 24/CP.19 and 13/CP.20 ; Articles 5, 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 27/CMP.1 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and 4/CMP.11 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Publication of various reports, such as the annual NDC synthesis report, the annual COP summary report on trends in GHG emissions by sources and removals by sinks, the aggregate GHG information report, the NAMA registry report, detailed data reports on GHG information, compilation and accounting reports, SBSTA reports on reviews and status reports on GHG inventories Preparation of inputs for the GST Updating of the GHG data interface	1.9
	Expected result: information is updated in the UNFCCC data warehouse, enabling Parties and the public to access up-to-date information on the ETF, MRV and other transparency-related matters Performance indicator: percentage of submissions (NCs, BRs, BURs, GHG inventories, REDD+, FREL/FRL, NDCs, BTRs) processed and made	Articles 4 and 12 of the Convention; decisions 24/CP.19 and 13/CP.20 ; Articles 5, 7 and 8 of the Kyoto Protocol; decisions 13/CMP.1 , 15/CMP.1 , 16/CMP.1 , 17/CMP.1 , 27/CMP.1 , 6/CMP.9 , 2/CMP.11 , 3/CMP.11 and 4/CMP.11 ; Article 13 of the Paris	Processing of some 500 expected submissions from Parties (NCs, BRs, BURs, GHG inventories, REDD+ results, FRELs/FRLs, NDCs and BTRs), making them publicly available on the UNFCCC website	1.6

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: data and information management</p> <p>Specific objective: manage a trusted repository of transparency-related data and information, including by applying effective information and records management, to support knowledge-sharing and the communication of authoritative, relevant and timely information to Parties, non-Party stakeholders and the public</p>	<p>available on the UNFCCC website within three days of receipt</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Agreement; decisions 18/CMA.1 and 5/CMA.3</p>	<p>Updating of web platforms displaying information from Parties</p> <p>Regular provision of inputs to the United Nations data portal</p>	
	<p>Expected result: participation in global climate action is enabled, enhanced and recognized</p> <p>Performance indicator: new recognition framework established</p> <p>Baseline: NA</p> <p>Target: NA</p>	<p>Paragraph 20 of decision 1/CP.20, paragraphs 117, 188 and 120–123 of decision 1/CP.21, paragraph 29 of decision 1/CP.25, paragraphs 55 and 56 of decision 1/CP.26, paragraphs 87–89 of decision 1/CMA.3, paragraph 65 of decision 1/CP.27 and paragraph 93 of decision 1/CMA.4</p>	<p>Development of a net zero recognition framework for non-Party stakeholders</p>	0.5
	<p>Expected result: participation in global climate action is enabled, enhanced and recognized</p> <p>Performance indicator: number of commitments reported by non-Party stakeholders in the GCA portal per year</p> <p>Baseline: 27,000</p> <p>Target: additional 2,000 per year</p>	<p>Paragraph 20 of decision 1/CP.20, paragraphs 117, 188 and 120–123 of decision 1/CP.21, paragraph 29 of decision 1/CP.25, paragraphs 55 and 56 of decision 1/CP.26, paragraphs 87–89 of decision 1/CMA.3, paragraph 65 of decision 1/CP.27 and paragraph 93 of decision 1/CMA.4</p>	<p>Continued tracking of the climate action commitments of non-Party stakeholders on the GCA portal</p>	5
	<p>Expected result: participation in global climate action is enabled, enhanced and recognized</p> <p>Performance indicator: redesigned or new GCA portal</p> <p>Baseline: one</p> <p>Target: one</p>	<p>Paragraph 20 of decision 1/CP.20, paragraphs 117, 188 and 120–123 of decision 1/CP.21, paragraph 29 of decision 1/CP.25, paragraphs 55 and 56 of decision 1/CP.26, paragraphs 87–89 of decision 1/CMA.3, paragraph 65 of decision 1/CP.27 and paragraph 93 of decision 1/CMA.4</p>	<p>Development of a new GCA portal for tracking and recognizing the climate action commitments of non-Party stakeholders, including increased geographical and sectoral coverage</p>	3.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: intergovernmental engagement Specific objective: facilitate the work of Parties in promoting climate action by strengthening collaboration, coordination and partnerships with other organizations working on addressing matters related to the ETF and MRV, including under universal participation in the ETF initiative	Expected result: Parties are provided with support and training to facilitate their implementation of the Convention and the Paris Agreement Performance indicator: NA Baseline: NA Target: NA	Article 8 of the Convention; decisions 1/CP.16 , 2/CP.17 , 1/CP.21 and 1/CP.24 ; paragraph 43 of document FCCC/SBI/2011/17 and paragraph 29 of document FCCC/SBI/2015/10 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 , 5/CMA.3 and 21/CMA.6	Provision of quality and coherent support for implementing the project to prepare and manage national GHG inventories of developing countries under the ETF	0.9
	Expected result: Parties are provided with support and training to facilitate their implementation of the Convention and the Paris Agreement Performance indicator: number of regional or global training workshops; number of instances of individual technical assistance Baseline: NA Target: six workshops; 48 instances of individual technical assistance; communication platform for experts	Article 8 of the Convention; decisions 1/CP.16 , 2/CP.17 , 1/CP.21 and 1/CP.24 ; paragraph 43 of document FCCC/SBI/2011/17 and paragraph 29 of document FCCC/SBI/2015/10 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 , 5/CMA.3 and 21/CMA.6	Organization of three regional or global in-person training workshops per year on the modalities, procedures and guidelines for the transparency framework for action and support referred to in Article 13 of the Paris Agreement and the 2006 <i>IPCC Guidelines for National Greenhouse Gas Inventories</i> (300 participants in total) Provision of technical assistance on national GHG inventory management systems to 14 countries per year (168 participants in total) Provision of technical assistance on national GHG inventory improvement plans to 10 countries per year (180 participants in total) Organization of two online workshops per year on managing uncertainties in national GHG inventories (1,600 participants in total)	1.5

Objectives	Expected result(s), performance indicator(s), baseline(s), target(s)	Aggregated mandates	Output(s)	No. of posts
			<p>Organization of one online workshop per year on GHG data collection and management (600 participants)</p> <p>Organization of one online country workshop per year on inventory management systems, the <i>2006 IPCC Guidelines for National Greenhouse Gas Inventories</i> guidelines and IPCC software (300 participants)</p> <p>Organization of one workshop per year on COPERT (400 participants)</p>	
	<p>Expected result: Parties are provided with support and training to facilitate their implementation of the Convention and the Paris Agreement</p> <p>Performance indicator: number of workshops on building sustainable national GHG inventory management systems</p> <p>Baseline: NA</p> <p>Target: 10 workshops on building sustainable national GHG inventory management systems</p>	<p>Article 8 of the Convention; decisions 1/CP.16, 2/CP.17, 1/CP.21 and 1/CP.24; paragraph 43 of document FCCC/SBI/2011/17 and paragraph 29 of document FCCC/SBI/2015/10; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 21/CMA.6</p>	<p>Training and certification of experts in preparing quality national GHG inventories, including the development and dissemination of online training course materials</p>	1.8
	<p>Expected result: Parties are provided with support and training to facilitate their implementation of the Convention and the Paris Agreement</p> <p>Performance indicator: number of workshops on quality assurance of GHG inventory management systems</p> <p>Baseline: NA</p> <p>Target: 24 workshops on quality assurance of GHG inventory management systems; two peer-to-peer learning workshops</p>	<p>Article 8 of the Convention; decisions 1/CP.16, 2/CP.17 and 1/CP.21; paragraph 43 of document FCCC/SBI/2011/17 and paragraph 29 of document FCCC/SBI/2015/10; Article 13 of the Paris Agreement; decisions 18/CMA.1, 5/CMA.3 and 21/CMA.6</p>	<p>Provision of support to developing countries for preparing and submitting national reports consistent with the reporting requirements under the ETF</p>	1.5
Overarching objective: intergovernmental engagement	<p>Expected result: Parties' negotiations on the ETF, MRV and other transparency-related matters at all sessions of the governing bodies and joint sessions of</p>	<p>Decisions 4/CP.23, 1/CMP.8, 3/CMP.11, 4/CMP.11, 5/CMA.1, 18/CMA.1 and 5/CMA.3;</p>	<p>Provision of substantive and strategic advice to presiding officers</p>	1.2

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Specific objective: facilitate the consideration by Parties of progress in enhancing established processes and bodies related to the ETF and MRV	the subsidiary bodies are attended and supported by the secretariat Performance indicator: percentage of presiding officers expressing satisfaction with the level of strategic, substantive and logistical support provided Baseline: 100 per cent Target: 100 per cent	Articles 4, paragraph 12, and 13 of the Paris Agreement	Preparation of documents for presiding officers and Parties, as well as of draft conclusions of the subsidiary bodies and draft decisions of the governing bodies	
	Expected result: Parties' negotiations on the ETF, MRV and other transparency-related matters at sessions of the SBI are attended and supported by the secretariat Performance indicator: percentage of presiding officers expressing satisfaction with the level of strategic, substantive and logistical support provided Baseline: 100 per cent Target: 100 per cent	Decisions 2/CP.17 , 13/CP.20 , 18/CP.22 and 18/CMA.1 ; decisions 11/CP.24 , 2/CP.17 and 20/CP.19 ; decision 2/CP.17 ; Article 12 of the Convention; Article 13 of the Paris Agreement; decisions 1/CP.16 , 2/CP.17 , 19/CP.19 , 20/CP.19 , 20/CP.22 , 11/CP.24 and 18/CMA.1 ; decisions 18/CMA.1 and 5/CMA.3	Provision of substantive and strategic advice to presiding officers Preparation of documents for presiding officers and Parties, as well as of draft conclusions of the SBI and draft decisions of the governing bodies	1.2
	Expected result: Parties' negotiations on the ETF, MRV and other transparency-related matters at sessions of the SBSTA are attended and supported by the secretariat Performance indicator: percentage of presiding officers expressing satisfaction with the level of strategic, substantive and logistical support provided Baseline: 100 per cent Target: 100 per cent	Decisions 24/CP.19 , 14/CP.20 , 15/CP.20 and 19/CP.23 ; documents FCCC/SBSTA/2013/3 and FCCC/SBSTA/2011/2 ; Article 13 of the Paris Agreement; decisions 18/CMA.1 and 5/CMA.3	Provision of substantive and strategic advice to presiding officers Preparation of documents for presiding officers and Parties, as well as of draft conclusions of the SBSTA and draft decisions of the governing bodies	1.2
Overarching objective: oversight and management Specific objective: ensure efficient and effective implementation of the division's workplan for 2026–2027	Expected result: the human and financial resources and other assets of the division are effectively managed in accordance with relevant United Nations regulations Performance indicator: percentage of planned activities in the division's workplan implemented Baseline: NA Target: 100 per cent	Article 8 of the Convention; Article 17 of the Paris Agreement	Management of all work carried out by the division and enhancement of coherence with the secretariat work programme	2.1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Expected result: the human and financial resources and other assets of the division are effectively managed in accordance with relevant United Nations regulations</p> <p>Performance indicator: percentage of planned activities in the division's workplan implemented</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>	Article 8 of the Convention; Article 17 of the Paris Agreement	Quality control of divisional outputs and coordination of the outputs with those under UNFCCC workstreams	4.2
Division/appropriation line: Operations Coordination				
<p>Overarching objective: data and information management</p> <p>Specific objective: NA</p>	<p>Expected result: UNFCCC process and secretariat business records, including archives, are properly maintained and managed, and Parties and the public are provided with authoritative, up-to-date and readily accessible information on the UNFCCC process</p> <p>Performance indicator: integrity and reliability of UNFCCC records and archives protected and preserved; accessibility of records and archives</p> <p>Baseline: 480 m physical records; 30,000 audiovisual recordings; 15,000 digital records; 600 responses to requests for access to records</p> <p>Target: 490 m physical records; 35,000 audiovisual recordings; 16,000 digital records; 600 responses to requests for access to records</p>	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement; rules 29(d) and 57 of the draft rules of procedure of the COP and its subsidiary bodies (document FCCC/CP/1996/2); United Nations Secretariat documents ST/SGB/2007/5 and ST/SGB/2007/6; UNFCCC bulletin B/2007/2-Amend.1; United Nations Office of Internal Oversight Services audit report 2017/022	Development and implementation of an effective data management system	5
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: NA</p>	<p>Expected result: the secretariat has effective processes and systems in place to support coordinated intergovernmental engagement, enabling Parties and other stakeholders to participate meaningfully in the UNFCCC process</p> <p>Performance indicator: number of coordinated intergovernmental engagements supported by the secretariat with appropriate operational, financial and logistical resources</p> <p>Baseline: five</p> <p>Target: five</p>	Articles 7–8 of the Convention; Articles 13–14 of the Kyoto Protocol; Articles 16–17 of the Paris Agreement	Effective coordination and organization of the sessions of the governing and subsidiary bodies, climate weeks and other UNFCCC meetings	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: oversight and management Specific objective: NA	Expected result: effective operational coordination among all divisions of the secretariat, at all staff levels, is established and maintained Performance indicator: number of cross-divisional coordination meetings held Baseline: NA Target: one	Articles 7–8 of the Convention; Articles 13–14 of the Kyoto Protocol; Articles 16–17 of the Paris Agreement	Efficient and effective coordination of the secretariat's operations, enabling the delivery of mandated activities	3.75
	Expected result: the human, financial and other resources of the secretariat are effectively managed in accordance with relevant United Nations regulations, and support is provided to other divisions in the form of timely delivery of reports and data that help them to manage their own resources Performance indicator: expenditure and staffing levels managed with approved budget, cash availability and authorized staffing levels; reports and data provided to divisions other than those of the Operations department to support their resource planning and tracking; percentage of oversight body recommendations addressed within 18 months Baseline: NA Target: budget and staffing are held within 95 per cent of levels approved by Parties; financial statements and dashboards are made available to division directors; 80 per cent of oversight body recommendations are addressed within 18 months	Articles 7–8 of the Convention; Articles 13–14 of the Kyoto Protocol; Articles 16–17 of the Paris Agreement	Efficient and effective delivery of administrative support to the Operations department Strengthening of governance by addressing oversight body recommendations, supporting risk management and enhancing accountability mechanisms	10
Division/appropriation line: Administration and Operations				
Overarching objective: enhanced engagement Specific objective: facilitate enhanced engagement by conference participants in the UNFCCC process to support climate action	Expected result: enhanced IT and digital capabilities are provided for conferences Performance indicator: number of conferences where enhanced capabilities are delivered Baseline: three Target: four	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Improvement of conference participant experience and engagement	0

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: data and information management Specific objective: deliver mandated systems as per agreed project plans	Expected result: mandated systems and enhancements to support their use by Parties and the public are delivered Performance indicator: percentage of systems meeting development or enhancement targets Baseline: 80 per cent Target: 85 per cent	Article 12 of the Convention, Articles 5–8, 12 and 17 of the Kyoto Protocol; Article 17 of the Paris Agreement	Delivery of mandated systems such as the ETF reporting tools and the ETF data hub to support UNFCCC processes	11.5
Overarching objective: data and information management Specific objective: enhance and modernize ICT services to increase the effectiveness of the secretariat's staff and consultants	Expected result: ICT services are enhanced Performance indicator: number of enhancements introduced Baseline: zero Target: one	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Improvement of ICT services by optimizing, consolidating, upgrading and enhancing processes, platforms and tools	0
Overarching objective: data and information management Specific objective: ensure institutional accountability related to the accessibility and reliability of the secretariat's data platforms	Expected result: climate-related data platforms are accessible and compliant with agreed service frameworks under centralized governance Performance indicator: number of institutional platforms in compliance with ICT service level agreements Baseline: three Target: four	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Monitoring and guidance of internal service delivery through Director-level oversight to ensure the quality and responsiveness of services	1.2
Overarching objective: data and information management Specific objective: ensure that institutional platforms and enterprise applications provide a solid foundation for the provision of effective ICT services	Expected result: authoritative climate-related data are available and accessible to Parties and the public Performance indicator: number of institutional platforms in compliance with ICT service level agreements Baseline: four Target: five	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Support and maintenance of five institutional platforms (customer relationship management, data analytics, UNFCCC website, user management tools, modern workplace/collaboration)	3.45
Overarching objective: data and information management Specific objective: maintain a trusted and accessible data repository to support the	Expected result: the secretariat's infrastructure and systems are kept secure Performance indicator: number of cybersecurity protocols established Baseline: two	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Establishment of cybersecurity protocols to securely support stakeholders	0.35

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
intergovernmental climate change process	Target: two			
Overarching objective: data and information management Specific objective: strengthen the security of infrastructure, platforms and applications while enhancing and modernizing them to increase the effectiveness of ICT services	Expected result: enterprise platforms and applications are enhanced, thereby improving the security of data and information, including access thereto, and providing a better user experience for stakeholders Performance indicator: number of enhancements introduced Baseline: one Target: two	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Improvement of enterprise applications, increase in the effectiveness and efficiency of ICT services, enhancement of user experience for stakeholders, and strengthening of data and information security	0
Overarching objective: data and information management Specific objective: support and maintain mandated systems as per agreed service level agreements	Expected result: the availability of ITL services for national registries is good Performance indicator: percentage of ITL services available for national registries Baseline: 99.97 per cent Target: 99.97 per cent	Decision 13/CMP.1	Provision of ITL services to national registries	2
Overarching objective: data and information management Specific objective: support and maintain mandated systems as per agreed service-level agreements	Expected result: systems are supported and reliably maintained Performance indicator: percentage of mandated systems supported and maintained according to defined service level agreements Baseline: Baseline: 80 per cent Target: Target: 90 per cent	Article 12 of the Convention; Articles 5–8, 12 and 17 of the Kyoto Protocol; Article 17 of the Paris Agreement	Support and maintenance of mandated systems, as defined in the service level agreements	9.2
Overarching objective: intergovernmental engagement Specific objective: champion the seamless delivery of administrative, procurement, finance and ICT services for UNFCCC processes	Expected result: intergovernmental meetings under the UNFCCC process are supported by well-coordinated administrative and operational services, including travel, ICT and procurement services and logistics related to venues, under the assurance of the Director of Administration and Operations Performance indicator: percentage of intergovernmental meetings with pre-event readiness plans covering all administrative and ICT services; number of coordination meetings convened by the	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Strategic coordination and quality oversight by the Director's Office, ensuring administrative and operational readiness for intergovernmental meetings	0.4

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Director's Office to assess and align support functions ahead of major events Baseline: 0 per cent Target: 100 per cent of sessions of the governing and subsidiary bodies have readiness plans; at least six coordination meetings held per biennium			
Overarching objective: intergovernmental engagement Specific objective: ensure effective coordination and oversight of travel arrangements to enable timely and inclusive participation in intergovernmental meetings	Expected result: intergovernmental negotiations run efficiently and timely travel arrangements are made for participants from Parties eligible for funding Performance indicator: percentage of nominated funded participants travelling to and attending sessions, meetings and workshops (annual average) Baseline: 85 per cent Target: 90 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Efficient travel coordination for 4,000–5,000 participant journeys to more than four conferences and 200 UNFCCC events per year	5.7
Overarching objective: intergovernmental engagement Specific objective: support the intergovernmental climate change process by delivering the required ICT services for conferences, meetings and workshops	Expected result: intergovernmental meetings are effectively supported with the necessary ICT services Performance indicator: number of conferences serviced; percentage of meetings and workshops supported Baseline: four conferences; 90 per cent of meetings and workshops Target: four conferences; 90 per cent of meetings and workshops	Article 8, paragraphs 2 and 12 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of ICT services (including virtual platform, service desk and conference support) for four conferences and 100 or more meetings and workshops per year	6
Overarching objective: oversight and management Specific objective: implement an automated budget and performance tool/module and integrate it with Umoja	Expected result: budget and performance tool/module, if other than Umoja module, is implemented and integrated with Umoja Performance indicator: status of implementation of the tool Baseline: zero Target: 100 per cent implementation	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Operationalization of the budget and performance module and integration into Umoja	0
Overarching objective: oversight and management Specific objective: enable end users to perform their duties in an efficient, effective manner	Expected result: customer support for ICT services is provided in a timely and reliable manner	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of support services for all staff and consultants (about 500 users)	0

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
by providing them with access to adequate equipment and software and timely support services	Performance indicator: percentage of personal computing requests responded to according to the defined service levels Baseline: 98 per cent Target: 99 per cent Expected result: customer support for ICT services is provided in a timely and reliable manner Performance indicator: percentage of personal computing requests responded to according to the defined service levels Baseline: Baseline: 98 per cent Target: Target: 99 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of support services for all staff and consultants via enhanced customer relationship management tools (about 500 users)	6.95
Overarching objective: oversight and management Specific objective: enhance and modernize end-user equipment and productivity tools to increase the efficiency of their work	Expected result: the equipment inventory is enhanced and upgraded according to UNFCCC guidelines Performance indicator: percentage of inventory equipment enhanced and upgraded Baseline: 50 per cent Target: 50 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Updating of equipment, devices and accessories, leading to improved productivity of users	0
Overarching objective: oversight and management Specific objective: enhance and modernize governance frameworks, internal operations, infrastructure and networks to increase ICT efficiency	Expected result: enhanced governance frameworks, internal operations, infrastructure and network services are enhanced Performance indicator: number of enhancements introduced Baseline: zero Target: two	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Application of up-to-date and innovative approaches, leading to improved ICT services and improved access to ICT resources	0
Overarching objective: oversight and management Specific objective: ensure financial reporting is timely, accurate and in compliance with United Nations rules and regulations	Expected result: donor contribution, financial and budget reports are produced on time and in compliance with United Nations financial rules, regulations and policies, facilitating decision-making both internally and by donors Performance indicator: number of financial and budget reports produced on time Baseline: NA	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Production of more than 100 donor contribution reports and four budget performance reports	8

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Target: 120			
Overarching objective: oversight and management Specific objective: improve business processes to enhance internal efficiency	Expected result: internal procedures are modernized and streamlined for effective operational support Performance indicator: number of new or updated internal policies and procedures implemented Baseline: NA Target: two	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Implementation of efficiency-focused policies and procedures	1
Overarching objective: oversight and management Specific objective: maintain the ICT infrastructure underpinning the secretariat's electronic communications and information systems	Expected result: infrastructure and network services are reliable and accessible, in accordance with relevant United Nations regulations Performance indicator: percentage of infrastructure and network services meeting service level agreements Baseline: Baseline: 100 per cent Target: Target: 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Operation and monitoring of IT infrastructure	4.4
Overarching objective: oversight and management Specific objective: manage secretariat operations, including those related to procurement, travel and facilities, to ensure their efficiency and compliance	Expected result: procurement, travel and facilities are managed efficiently and in line with relevant United Nations regulations Performance indicator: five-year average carbon footprint per capita (tonnes of carbon dioxide equivalent) Baseline: 9 tonnes of carbon dioxide equivalent Target: 7 tonnes of carbon dioxide equivalent Performance indicator: percentage of United Nations Disability Inclusion Strategy indicators achieved Baseline: 50 per cent Target: 80 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of a safe, sustainable working environment for the secretariat's staff and visitors (approximately 500 staff members and 10,000 visitors)	6.3
	Expected result: staff travel is planned efficiently to reduce costs and in accordance with relevant United Nations regulations Performance indicator: percentage of travel bookings made 21 days or more before departure (annual average)	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Timely and cost-efficient processing of travel bookings for more than 3,000 staff trips	2.7

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Baseline: 28 per cent Target: 50 per cent			
Overarching objective: oversight and management Specific objective: optimize financial resource use, in line with United Nations financial policies	Expected result: financial resources are used effectively and in compliance with relevant United Nations financial rules, regulations and policies Performance indicator: percentage of financial and budget reports published on time; percentage of donor reports submitted on time Baseline: 80 per cent of financial and budget reports; 56 per cent of donor reports Target: 90 per cent of financial and budget reports; 90 per cent of donor reports	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Preparation of two audited financial statements and timely implementation of recommendations Timely processing of payments and regular monitoring of cash and receivables (including value-added tax)	6
Overarching objective: oversight and management Specific objective: optimize procurement to achieve value-for-money outcomes	Expected result: goods and services are procured in accordance with relevant United Nations regulations and deliver optimal value for money Performance indicator: percentage of average cost savings achieved by selecting the most economically advantageous offers in procurement processes Baseline: 33 per cent Target: 35 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Procurement of EUR 20–50 million in goods and services, ensuring best value	6.3
Overarching objective: oversight and management Specific objective: oversee and manage ICT services and internal operations effectively and efficiently, and foster innovation	Expected result: ICT services comply fully with industry standards, internal governance frameworks and relevant United Nations regulations Performance indicator: percentage of ICT services delivered in line with the relevant standards, frameworks and regulations Baseline: 100 per cent Target: 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Delivery of ICT services in accordance with governance frameworks	6.15
Overarching objective: oversight and management Specific objective: provide strategic oversight for administrative, financial and ICT services to ensure secretariat-wide alignment and	Expected result: secretariat operations are supported by coordinated, efficient and compliant (as per UNFCCC agreed standards) internal services that are delivered under the Director's leadership Performance indicator: average score for satisfaction with Administrative and Operational services (annual user survey, scale 0–100)	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Coordination and monitoring of oversight and performance assurance mechanisms for internal services	1.4

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
responsiveness among divisions	Baseline: 0 Target: 75/100			
Overarching objective: oversight and management Specific objective: strengthen the Code of Conduct by providing training to staff, presiding officers and other stakeholder and systems to enhance its implementation	Expected result: application of the Code of Conduct is reinforced using tools and awareness-raising efforts Performance indicator: implementation status Baseline: zero Target: 100 per cent	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	Training of staff, presiding officers and stakeholders Launch of reporting tools	0
Division/appropriation line: secretariat-wide costs				
Overarching objective: oversight and management Specific objective: ensure the human and financial resources of the organization are managed in accordance with applicable United Nations rules and regulations and are used effectively in delivering on mandates from Parties	Expected result: the Executive division and the secretariat as a whole are equipped with resources to cover common secretariat-wide costs Performance indicator: reliable support from the Executive division on common secretariat-wide activities Baseline: NA Target: NA	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Efficient and effective participation of the secretariat in various United Nations networks	0
Overarching objective: oversight and management Specific objective: manage and administer the secretariat effectively, including its human and financial resources, facilities, IT infrastructure and services, procurement processes and travel services for staff	Expected result: procurement processes, travel services and the facilities of the secretariat are managed effectively and in accordance with relevant United Nations regulations Performance indicator: annual per capita carbon footprint Baseline: NA Target: NA	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Provision of an appropriate, safe, and socially and environmentally sustainable physical working environment for the secretariat's staff and visitors (approximately 500 staff members and 10,000 visitors)	0
	Expected result: the HR of the secretariat are effectively recruited, administered and trained in accordance with relevant United Nations regulations Performance indicator: percentage of female candidates in the applicant pool for fixed-term appointments; average number of days per year spent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	None	0

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	by staff members on learning and development activities supported by the Human Resources unit Baseline: 45 per cent; 1.5 days per year Target: 50 per cent; 2.0 days per year			
Division/appropriation line: Conference Affairs				
Overarching objective: intergovernmental processes	Expected result: operational processes and systems for on-site and virtual participation in sessions, meetings and other events within the UNFCCC process are continuously modernized and maintained	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	Implementation of a modernized registration and accreditation system for sessions, meetings, workshops and events	5
Specific objective: modernize, on an ongoing basis, the secretariat's core conferencing infrastructure (for registration, meetings management, documents management and mandate tracking) and align it more closely with wider United Nations infrastructure; maintain existing systems, including the online registration system, meeting room booking system and Indico; increase core conferencing and document management capacity and capabilities in response to increased demand arising from new mandates, including those related to the global goal on adaptation, the Sharm el-Sheikh mitigation ambition and implementation work programme, BTRs and Article 6 of the Paris Agreement; continuously enhance the conference delegate experience by providing efficient virtual access to sessions, meetings, workshops and events, mobile applications and increased opportunities for collaboration; and deploy and maintain	Performance indicator: Percentage of planned innovations implemented Baseline: 70 per cent Target: 70 per cent		Introduction of the updated UNFCCC mobile app Introduction of digital meeting badges Introduction of a meeting control app Improved management of key meeting related data Updating of existing IT systems for delivery of effective conference services	

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
evolving technology, including chatbots and artificial intelligence				
Overarching objective: intergovernmental processes				
Specific objective: facilitate intergovernmental engagement on responding to the threat of climate change, including by providing effective organizational, logistical and document support for the sessions of the governing and subsidiary bodies, climate weeks and other meetings and workshops	<p>Expected result: organizational and logistical support (including with respect to sustainability and accessibility) is provided for sessions of the governing and subsidiary bodies, climate weeks and other meetings and workshops held in Bonn or away from headquarters</p> <p>Performance indicator: number of participants who are satisfied or very satisfied in relation to the quality of conference services provided at sessions of the governing and subsidiary bodies, climate weeks, and other meetings and workshops</p> <p>Baseline: 90 per cent</p> <p>Target: 90 per cent</p>	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	<p>Finalization of two host country agreements, including annexes</p> <p>Preparation of two information products for session participants</p> <p>Servicing of sessions of the governing and subsidiary bodies (14) and in-session meetings (7,600)</p> <p>Servicing of sessions of the governing bodies (two) and in-session meetings (5,000–6,000)</p> <p>Finalization of operational agreements for climate weeks (approximately 48)</p> <p>Servicing of sessions of the subsidiary bodies (two) and in-session meetings (about 2,000)</p> <p>Servicing of UNFCCC meetings and workshops</p>	5
	<p>Expected result: organizational and logistical support (including with respect to sustainability and accessibility) is provided for sessions of the governing and subsidiary bodies, climate weeks and other meetings and workshops held in Bonn or away from headquarters</p> <p>Performance indicator: number of participants who are satisfied or very satisfied in relation to the quality of conference services provided at sessions of the governing and subsidiary bodies, climate weeks, and other meetings and workshops</p> <p>Baseline: 90 per cent</p> <p>Target: 90 per cent</p>	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	<p>Finalization of two host country agreements</p> <p>Preparation of two information products for session participants</p> <p>Registration and accreditation of representatives of Parties, observer States, observer organizations and the media (115,000–200,000)</p>	3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Expected result: organizational and logistical support (including with respect to sustainability and accessibility) is provided for sessions of the governing and subsidiary bodies, climate weeks and other meetings and workshops held in Bonn or away from headquarters; and participation in both the UNFCCC process and global climate action is enabled, enhanced and recognized</p> <p>Performance indicator: number of participants who are satisfied or very satisfied in relation to the quality of conference services provided at sessions of the governing and the subsidiary bodies, climate weeks, and other meetings and workshops; number of eligible delegates funded to attend sessions</p> <p>Baseline: 90 per cent; 90 per cent</p> <p>Target: 90 per cent; 90 per cent</p>	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	<p>Finalization of two host country agreements, two exchange letters, two memorandums of understanding on security and two memorandums of cooperation on data-sharing</p> <p>Preparation of two information products for session participants</p> <p>Coordination of recruitment and management of local staff and volunteers during sessions (two instances)</p> <p>Facilitation of visa processing for participants with the host country (22,000–80,000 visas)</p> <p>Registration and accreditation of representatives of Parties, observer States, observer organizations and the media (115,000–200,000)</p> <p>Servicing of UNFCCC sessions (14) and in-session meetings (7,600)</p> <p>Preparation of two sustainability management reports and two audit certificates for sessions of the COP</p> <p>Servicing of sessions of the COP (two) and in-session meetings (5,000–6,000); and sessions of the subsidiary bodies (two) and in-session meetings (2,000)</p> <p>Preparation of funding agreements (two), budgets for sessions (two) and budgets for regional climate weeks (approximately eight)</p>	10

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
			Preparation of two information products for session participants Coordination of recruitment and management of local staff during sessions (two instances) Facilitation of visa processing for participants with the host country for the sessions of the COP (500–700 visas); and the sessions of the subsidiary bodies (160–350 visas) Processing of funded delegates for sessions of the governing and subsidiary bodies (approximately 1,400)	
	<p>Expected result: organizational and logistical support (including with respect to sustainability and accessibility) is provided for sessions of the governing and subsidiary bodies, climate weeks and other meetings and workshops held in Bonn or away from headquarters; and participation in both the UNFCCC process and global climate action is enabled, enhanced and recognized</p> <p>Performance indicator: percentage of official documents made available on time</p> <p>Baseline: 90 per cent</p> <p>Target: 90 per cent</p>	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	<p>Timely publication of 650–800 official documents</p> <p>Processing of non-official documents and publications, including in-session negotiating draft texts</p> <p>Publication on the UNFCCC website of 200–300 official documents and draft texts, leading up to the issuance of some 200 in-session documents</p>	3
	<p>Expected result: sessions, meetings and workshops are provided with document support</p> <p>Performance indicator: percentage of official documents made available on time</p> <p>Baseline: 90 per cent</p> <p>Target: 90 per cent</p>	Articles 7 and 8, paragraph 2, of the Convention; Articles 13 and 14, paragraph 2, of the Kyoto Protocol; Articles 16–17 of the Paris Agreement; decisions of the governing bodies and conclusions of the subsidiary bodies	<p>Timely publication of 650–800 official documents</p> <p>Processing of non-official documents and publications, including in-session negotiating draft texts</p> <p>Publication on the UNFCCC website of 200–300 non-official documents and draft texts,</p>	3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
leading up to the issuance of some 200 in-session documents				
Division/appropriation line: Legal Affairs				
Overarching objective: constituted bodies Specific objective: enable the constituted bodies and mechanisms established under Article 12 of the Kyoto Protocol and Article 6, paragraph 4, of the Paris Agreement to fulfil their mandates	Expected result: constituted bodies and mechanisms are provided with sound legal and procedural advice, enabling them to perform their mandated functions Performance indicator: percentage of requests for legal and procedural advice related to activities implemented under applicable work programmes responded to Baseline: 90 per cent Target: 100 per cent	Article 8 of the Convention; Articles 12 and 14 of the Kyoto Protocol; Articles 6 and 17 of the Paris Agreement	Provision of legal and procedural advice on the implementation of Article 6 of the Paris Agreement, including the mechanism established by paragraph 4 thereof, as well as on the mechanisms under the Kyoto Protocol	1
Overarching objective: constituted bodies Specific objective: enable the Compliance Committee, the PAICC and other constituted bodies to fulfil their mandates	Expected result: constituted bodies are provided with sound legal and procedural advice, enabling them to perform their mandated functions, and with support in delivering on their mandates, implementing their work programmes and holding their meetings Performance indicator: percentage of requests for legal and procedural advice responded to; preparation of meeting documents for each meeting of the constituted bodies, including speaking notes, briefing notes, agendas, annotations, meeting reports, and outcomes, as well as annual reports to the governing bodies, ensuring the timely dissemination thereof; logistical support provided for all meetings of the constituted bodies Baseline: 100 per cent for all indicators Target: 100 per cent for all indicators	Article 8 of the Convention; Articles 14 and 18 of the Kyoto Protocol; Articles 15 and 17 of the Paris Agreement; annex to decision 27/CMP.1 ; rule 12, paragraph 1, of the rules of procedure of the Compliance Committee, adopted in decision 4/CMP.2 and amended by decisions 4/CMP.4 , 8/CMP.9 and 6/CMP.17 ; modalities and procedures of the PAICC contained in the annex to decision 20/CMA.1 ; and rules of procedure of the PAICC, contained in decision 24/CMA.4	Servicing of all meetings of the Compliance Committee and the PAICC Timely response to requests for legal and procedural advice and questions or issues regarding implementation and/or compliance Provision of logistical support for all meetings of the Compliance Committee and the PAICC	4.1
Overarching objective: constituted bodies Specific objective: support division staff in growing their legal knowledge and understanding of legal, procedural and other relevant	Expected result: training sessions targeted to job-specific needs are delivered to Legal Affairs staff, enhancing their effectiveness in addressing legal, procedural and other relevant issues arising in the context of compliance Performance indicator: percentage of interested staff trained	Article 8 Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement	Enhancement of the effectiveness of the division and the efficiency with which it delivers on its vision and strategic objectives	0

Objectives	Expected result(s), performance indicator(s), baseline(s), target(s)	Aggregated mandates	Output(s)	No. of posts
<p>issues arising in the context of compliance, thereby enabling the Compliance Committee, the PAICC and other constituted bodies to fulfil their mandates</p> <p>Overarching objective: enhanced engagement</p> <p>Specific objective: develop, for internal use, a trusted repository of legal advice, data and information to support the intergovernmental process, enabling the division to, inter alia, track queries received from other divisions of the secretariat, Presidencies, presiding officers, Parties, and governing, subsidiary and constituted bodies</p>	<p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p> <p>Expected result: a trusted repository is designed, developed, tested, rolled out and kept up-to-date, enabling Legal Affairs staff to readily access legal advice, data and information provided on the intergovernmental process to Presidencies, presiding officers, Parties, and governing, subsidiary and constituted bodies, as well as to other divisions of the secretariat</p> <p>Performance indicator: percentage of available information and data on legal instruments and other relevant legal documents and advice that can be accessed by legal officers</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement</p>	<p>With the support of consultants, design, development, testing and roll-out of a knowledge management and data-sharing system for the division, which will provide consistent, knowledge-based legal advice over time, maximizing productivity and minimizing wasted effort and expense, as well as serve as a tool for evaluating the results of the work of the division</p>	0
<p>Overarching objective: enhanced engagement</p> <p>Specific objective: facilitate engagement in the UNFCCC process by providing legal advice and capacity-building support to Presidencies, presiding officers, co-facilitators, young negotiators, observer organizations, parliamentarians, policymakers, legislators and secretariat staff</p>	<p>Expected result: Presidencies, presiding officers, co-facilitators, young negotiators, observer organizations, parliamentarians, policymakers, legislators and secretariat staff are supported in understanding and aligning their actions with the objectives and goals of the Convention, the Kyoto Protocol and the Paris Agreement, and their legal knowledge and participation in climate change negotiations are fostered; secretariat staff are supported in developing their knowledge and understanding of legal, procedural and other issues arising in the context of the UNFCCC process and Parties' implementation of the Paris Agreement</p> <p>Performance indicator: percentage of interested persons trained on and/or assisted with legal matters</p> <p>Baseline: 50 per cent</p> <p>Target: 80 per cent</p>	<p>Article 6 of the Convention; Articles 11–12 of the Paris Agreement</p>	<p>Development and implementation of training sessions, thematic workshops and e-learning courses aimed at building the capacity of Parties, negotiators, presiding officers, observer organizations, policymakers and legislators to understand and address climate-related legislation, emerging climate change issues, and legal, procedural and other relevant issues arising in the context of the UNFCCC process, so as to assist in their preparation for sessions of the governing and subsidiary bodies</p> <p>Holding of various capacity-building events aimed at reinforcing the knowledge of young negotiators, presiding</p>	0

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: data and information management</p> <p>Specific objective: develop a trusted repository of publicly available data and information on elections to and membership of UNFCCC bodies to support the intergovernmental process</p>	<p>Expected result: relevant information on elections to and membership of UNFCCC bodies, including the bureaux of the governing and subsidiary bodies, and constituted bodies, is available to presiding officers, chairs and coordinators of regional groups and constituencies, the chair of the consultations on elections, and Parties</p> <p>Performance indicator: percentage of requests for information and data on the UNFCCC electoral process from presiding officers, chairs and coordinators of the regional groups and constituencies, the chair of the consultations on elections, and Parties responded to</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Articles 8 and 18 of the Convention; Articles 14 and 22 of the Kyoto Protocol; Articles 17 and 25 of the Paris Agreement	<p>officers, observer organizations, policymakers and legislators on emerging climate change matters</p> <p>Provision of accurate and timely information to presiding officers, chairs and coordinators of the regional groups and constituencies, the chair of the consultations on elections, and Parties on nominations and membership in respect of the UNFCCC electoral process</p> <p>Provision of briefings and training sessions to chairs and coordinators of the regional groups and constituencies on the use of the UNFCCC electoral nomination portal</p>	0.7
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: facilitate intergovernmental engagement by providing legal and procedural advice and services before, during and after negotiations</p>	<p>Expected result: intergovernmental negotiations are facilitated</p> <p>Performance indicator: percentage of requests for procedural and substantive legal advice from Parties, current and incoming Presidencies, the Chairs of the subsidiary bodies, members of the Bureau of the governing bodies, co-facilitators, senior management staff of the secretariat and staff of substantive programme divisions pertaining to the drafting, review and/or interpretation of decisions of the COP, the CMP and the CMA, the draft rules of procedure of the COP and its subsidiary bodies, and the drafting and review of speaking notes, annotated agendas, session reports and other substantive documents of the governing and subsidiary bodies responded to</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Articles 7–10 and 15–17 of the Convention; Articles 13–15 and 20–21 of the Kyoto Protocol; Articles 16–19 and 22–23 of the Paris Agreement; rule 29 of the draft rules of procedure being applied, contained in document FCCC/CP/1996/2	Provision of sound legal, procedural and substantive advice to presiding officers of the governing and subsidiary bodies, including officers under presiding officers' authority, and to members of the Bureaux of the governing and subsidiary bodies in respect of the conduct of the negotiation process, with the support of consultants	2.2
<p>Overarching objective: oversight and management</p>	<p>Expected result: coherence is promoted in the delivery of the outputs of the Legal Affairs division,</p>	Articles 7-10 and 14–17 of the Convention; Articles 13–15 and	Management of all work carried out by the division and	3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Specific objective: define the strategic direction for and coordinate all work and activities of the Legal Affairs division; enhance cooperation with the legal divisions of the secretariats of other relevant international bodies; provide strategic advice to senior management and participate in the leadership of the organization; and conduct the outreach of the division to the international community</p>	<p>which are consistent with the outputs of other divisions and with the work programme and strategic objectives of the secretariat; and presiding officers are enabled to perform their mandated functions</p> <p>Performance indicator: at least 48 weekly Legal Affairs staff meetings held; at least 2 per quarter (i.e. 16 over the biennium) updates on legal issues (including policies) provided to management; two annual (four in the biennium) United Nations legal advisers meetings and at least four other relevant meetings of legal practitioners attended</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>19–21 of the Kyoto Protocol; Articles 16–19 and 22–24 of the Paris Agreement; rule 29 of the draft rules of procedure being applied, contained in document FCCC/CP/1996/2</p>	<p>enhancement of coherence with the work programme and strategic objectives of the secretariat</p>	
<p>Overarching objective: oversight and management</p> <p>Specific objective: develop, for internal use, a trusted repository of legal advice and legal instruments, which would enable the division to, inter alia, track queries received from other divisions of the secretariat</p>	<p>Expected result: the trusted repository from which legal officers can readily access up-to-date information on legal instruments and legal advice provided to other divisions of the secretariat is managed, maintained, and enhanced as needed, with the support of consultants and ICT colleagues</p> <p>Performance indicator: percentage of available information and data on legal instruments and other relevant legal documents and advice that can be accessed by legal officers</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement</p>	<p>With the support of consultants, provision, management, maintenance and enhancement, as needed, of the up-to-date knowledge management and data-sharing system for the division, which will provide consistent, knowledge-based legal advice over time, maximizing productivity and minimizing wasted effort and expense, as well as serve as a tool for tracking statistics and evaluating the results of the work of the division</p>	0
<p>Overarching objective: oversight and management</p> <p>Specific objective: effectively contribute to the management and administration of the secretariat by protecting its legal interests, minimizing its liability and maximizing its operational efficiency</p>	<p>Expected result: the secretariat is effectively managed and administered by protecting its legal interests, minimizing its liability and maximizing its operational efficiency</p> <p>Performance indicator: percentage of claims against the secretariat responded to</p> <p>Baseline: NA</p> <p>Target: 100 per cent</p>	<p>Articles 8 and 14 of the Convention; Articles 14 and 19 of the Kyoto Protocol; Articles 17 and 24 of the Paris Agreement</p>	<p>Provision to the Human Resources unit and management colleagues of comprehensive legal advice on administrative law and personnel matters, including conducting legal research and analysis of the jurisprudence from the United Nations Appeals Tribunal and United Nations Dispute Tribunal, as required, to ensure that the legal interests of the secretariat are protected,</p>	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: oversight and management</p> <p>Specific objective: effectively contribute to the management and administration of the secretariat by protecting its legal interests, minimizing its liability and maximizing its operational efficiency</p>	<p>Expected result: the secretariat is effectively managed and administered by protecting its legal interests, minimizing its liability and maximizing its operational efficiency</p> <p>Performance indicator: percentage of legal advice, including on privileges and immunities, responded to with the aim of protecting the legal interests of the secretariat, preventing liability and minimizing legal risks; percentage of legal agreements between the secretariat and outside entities concluded in a legally sound manner</p> <p>Baseline: 100 per cent; 100 per cent</p> <p>Target: 100 per cent; 100 per cent</p>	<p>Articles 8 and 14 of the Convention; Articles 14 and 19 of the Kyoto Protocol; Articles 17 and 24 of the Paris Agreement; rule 29 of the draft rules of procedure being applied, contained in document FCCC/CP/1996/2</p>	<p>liability and legal risks are minimized and operational efficiency is maximized</p> <p>Management of all work carried out by the Institutional and General Legal Services subdivision and enhancement of coherence within the division; provision of legal advice on institutional and personnel matters, administrative and financial rules, policies and procedures, privileges and immunities, and general legal issues, including review, negotiation and finalization of legal arrangements for the sessions of the governing and subsidiary bodies, with the support of consultants, to ensure that the legal interests of the secretariat are protected, liability and legal risks are minimized and operational efficiency is maximized</p>	<p>6</p>
	<p>Expected result: training sessions targeted to job-specific needs are delivered to Legal Affairs staff, enhancing their effectiveness in concluding legal arrangements by the secretariat, in a manner consistent with its regulatory framework and in which the legal interests of the secretariat are protected, and in delivering high-quality legal advice on institutional and general legal issues</p> <p>Performance indicator: percentage of interested staff trained</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement</p>	<p>Enhancement of the effectiveness of the division and the efficiency with which it delivers on its vision and strategic objectives</p>	<p>0</p>

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: oversight and management Specific objective: manage and maintain the policies portal and the delegations of authority portal	Expected result: the secretariat's institutional legal framework is strengthened by fully operationalizing the newly established policies portal and delegations of authority portal, which are maintained, updated and remain accessible Performance indicator: percentage of policies and delegations of authority that can be accessed Baseline: 100 per cent Target: 100 per cent	Article 8 of the Convention; Article 14 of the Kyoto Protocol; Article 17 of the Paris Agreement	Strengthening of the secretariat's institutional legal framework by operationalizing the policies portal and delegations of authority portal, ensuring the effective management and maintenance of both portals	1
Division/appropriation line: Intergovernmental Support and Collective Progress				
Overarching objective: intergovernmental processes Specific objective: facilitate and support established intergovernmental processes, including those related to research and systematic observation, the GST, ocean-based climate action and cooperation with the IPCC	Expected result: ocean-based action is facilitated and supported Performance indicator: percentage of ocean dialogue co-facilitators expressing satisfaction with the level of support provided Baseline: 100 per cent Target: 100 per cent	Decisions 1/CP.25 , 1/CP.26 , 1/CP.27 and 1/CMA.5	Servicing of meetings Preparation of technical documentation	2
	Expected result: the follow-up to the first GST and the second GST are facilitated and supported Performance indicator: percentage of mandated outputs delivered on time Baseline: 100 per cent Target: 100 per cent	Decisions 19/CMA.1 and 1/CMA.5	Servicing of meetings Preparation of technical documentation	3.2
	Expected result: the science–policy interface is facilitated and supported Performance indicator: percentage of mandated outputs delivered on time Baseline: 100 per cent Target: 100 per cent	Articles 4, paragraph 1(g), and 5 of the Convention	Servicing of meetings Preparation of technical documentation	1.8
Overarching objective: data and information management Specific objective: manage a trusted repository of mandates	Expected result: Parties are provided with authoritative, up-to-date and readily accessible information on the mandates of the governing and subsidiary bodies	Articles 7–9 of the Convention; Articles 13–15 of the Kyoto Protocol; Articles 16–19 of the Paris Agreement	Maintenance of the database of governing and subsidiary body mandates	2.3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
of the governing and subsidiary bodies	Performance indicator: information on the mandates database is regularly updated Baseline: NA Target: the mandates database is updated within 10 weeks of sessions of the governing and subsidiary bodies			
Overarching objective: data and information management Specific objective: manage the GST information portal	Expected result: Parties and the public are provided with readily accessible information on the GST Performance indicator: percentage of information on the GST submitted by Parties and observers that is uploaded to the GST information portal, making it publicly accessible Baseline: 100 per cent Target: 100 per cent	Decisions 19/CMA.1 and 1/CMA.5	Enhancement and maintenance of the GST information portal	0.2
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement by providing support and direction to the governing and subsidiary bodies	Expected result: intergovernmental engagement and processes are guided and supported Performance indicator: percentage of mandated outputs delivered on time Baseline: 100 per cent Target: 100 per cent Expected result: the presiding officers are enabled to perform their mandated functions Performance indicator: percentage of presiding officers expressing satisfaction with the support provided Baseline: 100 per cent Target: 100 per cent Expected result: the Bureau is enabled to perform its functions Performance indicator: percentage of Bureau members expressing satisfaction with the support provided Baseline: 100 per cent Target: 100 per cent	Article 8 of the Convention; Article 17 of the Paris Agreement Articles 7–9 of the Convention; Articles 13–15 of the Kyoto Protocol; Articles 16–19 of the Paris Agreement	Management of all work carried out by the division and enhancement of coherence of the support provided for the intergovernmental process Preparation of briefing notes, speaking notes and reports	5.3 4.2
		Articles 7–9 of the Convention; Articles 13–15 of the Kyoto Protocol; Articles 16–19 of the Paris Agreement	Preparation of briefing notes, speaking notes, summaries and servicing of meetings	1.1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement on the assessment of collective progress, including the GST and the periodic review, on research and systematic observation and on cooperation with the IPCC	Expected result: consideration by Parties of the GST, the periodic review, research and systematic observation and cooperation with the IPCC is facilitated Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: 100 per cent Target: 100 per cent	Decisions 5/CP.25 , 18/CP.29 , 19/CMA.1 and 1/CMA.5 ; Articles 4, paragraph 1(g), and 5 of the Convention	Servicing of meetings Preparation of technical documentation	1.3
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement by providing capacity-building support to negotiators	Expected result: the capacity of negotiators to effectively participate in the negotiations is built Performance indicator: percentage of negotiators satisfied with capacity-building initiatives offered Baseline: NA Target: 90 per cent	Articles 7–9 of the Convention; Articles 13–15 of the Kyoto Protocol; Articles 16–19 of the Paris Agreement	Provision of capacity-building to negotiators	0
Overarching objective: intergovernmental engagement Specific objective: facilitate intergovernmental engagement by providing protocol and external relations services	Expected result: the effective participation of Parties in the intergovernmental process is facilitated Performance indicator: percentage of Parties satisfied with the external relations and protocol services provided Baseline: 85 per cent Target: more than 85 per cent	Articles 7–9 of the Convention; Articles 13–15 of the Kyoto Protocol; Articles 16–19 of the Paris Agreement	Preparation of correspondence with Parties Servicing of high-level segments	2
Overarching objective: oversight and management Specific objective: implement the division's workplan for 2026–2027 efficiently and effectively	Expected result: the human and financial resources and other assets of the division are effectively managed in accordance with relevant United Nations rules and regulations Performance indicator: number of United Nations Board of Auditor queries Baseline: 0 Target: 0	Article 8 of the Convention; Article 17 of the Paris Agreement	Management of all work carried out by the division and enhancement of coherence of the support provided for the intergovernmental process	0.6
Division/appropriation line: Communications and Engagement				
Overarching objective: intergovernmental processes	Expected result: official side events and exhibits are held at the sessions of governing and subsidiary bodies to enhance information exchange, discussion	Paragraphs 117–120 of decision 1/CP.21 , paragraphs 26–29 of decision 1/CP.25 , paragraphs 55–	Processing of side event and exhibit applications	7

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Specific objective: enhance engagement with Parties and non-Party stakeholders to increase climate action</p>	<p>and interaction among Parties, observers and other stakeholders</p> <p>Performance indicator: percentage of side event and exhibit applications processed; percentage of confirmed side events and exhibits implemented (excluding those cancelled)</p> <p>Baseline: 100 per cent; 100 per cent</p> <p>Target: 100 per cent; 100 per cent</p> <p>Expected result: participation in the enhanced Lima work programme on gender is enhanced</p> <p>Performance indicator: number of workshops, training activities and awareness-raising events related to gender-responsive climate policies and plans organized by relevant United Nations agencies and other stakeholders with contributions from the secretariat; percentage of requests by national gender and climate change focal points for support to travel to relevant mandated UNFCCC meetings fulfilled</p> <p>Baseline: five; NA</p> <p>Target: 10; 80 per cent</p>	<p>56 of decision 1/CP.26 and paragraph 94 of decision 1/CMA.3; paragraph 224 of chapter XIII.C of document FCCC/SBI/2014/8</p> <p>Decisions 36/CP.7, 23/CP.18, 1/CP.21, 3/CP.25, 20/CP.26, 24/CP.27, 15/CP.28 and 7/CP.29</p>	<p>Facilitation and servicing of side events and exhibits of Parties and observer organizations, particularly those from developing countries and youth organizations, including their live broadcasting and web posting</p> <p>Contribution to capacity-building, including workshops, webinars and training events, in line with the enhanced Lima work programme on gender</p> <p>Mobilization of travel funds, on request and subject to availability, to increase the participation of national gender and climate change focal points in relevant mandated UNFCCC meetings</p> <p>Maintenance of platforms for sharing knowledge and expertise</p>	<p>1.5</p>
<p>Overarching objective: intergovernmental processes</p> <p>Specific objective: facilitate established intergovernmental processes related to enhancing participation and inclusion in the UNFCCC process and climate action, including those related to ACE, gender, global climate action and observer engagement</p>	<p>Expected result: advice and support to Presidencies, presiding officers and climate high-level champions on climate action is provided</p> <p>Performance indicator: number of climate high-level action events held; number of yearbooks produced; percentage of Presidencies, presiding officers and climate high-level champions expressing satisfaction with the level of support provided</p> <p>Baseline: two events; two yearbooks; 100 per cent</p> <p>Target: two events; two yearbooks; 100 per cent</p> <p>Expected result: the implementation of mandated activities and processes related to ACE is facilitated</p> <p>Performance indicator: number of relevant United Nations agencies and other stakeholders collaborating with the secretariat on workshops,</p>	<p>Paragraphs 117–120 of decision 1/CP.21, paragraphs 26–29 of decision 1/CP.25, paragraphs 55–56 of decision 1/CP.26, and decision 17/CP.29</p> <p>Article 6 of the Convention; Article 12 of the Paris Agreement; decisions 1/CP.26, 18/CP.26, 1/CP.27, 23/CP.27,</p>	<p>Organization of high-level events in support of global climate action</p> <p>Preparation of yearbooks on global climate action</p> <p>Under the Katowice climate package and the Glasgow work programme on Action for Climate Empowerment and its action plan, organization of at least four</p>	<p>5</p> <p>0.5</p>

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>training activities and awareness-raising events related to implementing mandated ACE activities and processes</p> <p>Baseline: 23 during the biennium</p> <p>Target: 25 during the biennium</p>	<p>17/CMA.1, 1/CMA.3, 1/CMA.4, 22/CMA.3 and 22/CMA.4</p>	<p>virtual training sessions, workshops, webinars or other activities to exchange good practices and to build and strengthen the skills and capacity of ACE national focal points and stakeholders</p> <p>Implementation of at least two awareness-raising campaigns and/or in-person or hybrid training activities to empower children and youth to support and lead climate action</p> <p>Under ACE, organization of one medium-scale workshop (ACE Focal Points Academy or youth event), one ACE dialogue, one Presidency event and one ACE gallery per year, as well as preparation of one progress report</p> <p>Provision of remote simultaneous interpretation for a minimum of four virtual events</p> <p>Preparation (design, printing, translation, etc.) of communication products such as banners and online publications</p> <p>Maintenance of the UNFCCC website, newsletters and thematic LinkedIn accounts</p>	
	<p>Expected result: the implementation of mandated activities and processes related to gender is facilitated</p> <p>Performance indicator: number of skills-building and capacity-building events held for national gender and climate change focal points; number of performance indicators under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women that move from</p>	<p>Decisions 23/CP.18, 3/CP.25 and 7/CP.29</p>	<p>Maintenance of senior gender expertise in the secretariat</p> <p>Preparation of the annual gender composition report</p> <p>Preparation of the biennial synthesis report on progress in integrating a gender perspective into constituted body processes</p>	4.05

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>“approaches” to “meets”; percentage of constituted bodies requesting capacity-building or technical support for reporting on progress in integrating gender considerations that receive such support; number of relevant United Nations agencies and other stakeholders that collaborate with the secretariat on gender-related workshops, training activities or awareness-raising events</p> <p>Baseline: four events; 4 indicators reported as “approaches”, 10 as “meets”; 100 per cent; 28 agencies and stakeholders</p> <p>Target: six events; 2 indicators reported as “approaches”, 12 as “meets”; 100 per cent; 30 agencies and stakeholders</p>		<p>Provision of gender-related capacity-building for constituted bodies, on request</p> <p>Facilitation of coordination with other United Nations entities and non-Party stakeholders on supporting the implementation of the enhanced Lima work programme on gender and its gender action plan</p> <p>Provision of support for building and strengthening the skills and capacities of national gender and climate change focal points</p> <p>Enhancement of communication and information-sharing on gender and climate change using existing UNFCCC web-based resources and communication activities</p> <p>Monitoring and preparation of an annual report under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women</p> <p>Provision of gender expertise to constituted bodies for activities under UNFCCC work programmes, including on implementing gender-related outcomes of the first GST</p> <p>Organization of two medium-scale workshops providing training for national gender and climate change focal points</p> <p>Provision of remote simultaneous interpretation for six virtual events</p>	

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: enhanced engagement</p> <p>Specific objective: enhance engagement with Parties and non-Party stakeholders, via effective communications, to support the fulfilment of all provisions of the Convention, the Kyoto Protocol and the Paris Agreement, and support Parties in their efforts to implement the Convention, the Kyoto Protocol and the Paris Agreement</p>	<p>Expected result: Parties, non-Party stakeholders and the public are provided with up-to-date and readily accessible information in English on the UNFCCC process, climate change and climate action</p> <p>Performance indicator: number of newsroom posts, media and outreach products, and social media posts</p> <p>Baseline: 150 newsroom posts, 150 media and outreach products, 2,000 social media posts</p> <p>Target: 200 newsroom posts, 300 media and outreach products, 2,500 social media posts</p>	<p>Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement</p>	<p>Provision of interpretation and booths, as needed, for two in-person events (one or two additional United Nations languages)</p> <p>Provision of guidance on budget proposals to ensure they consider the effects on gender equality in the secretariat's organizational structure</p> <p>Appointment of gender focal points in relevant departments</p>	7.5
	<p>Expected result: Parties, non-Party stakeholders and the public are provided with up-to-date and readily accessible information on the UNFCCC process, climate change and climate action in all official United Nations languages, thereby increasing the geographical reach of the organization and engagement in the UNFCCC process</p> <p>Performance indicator: communications services provided in Arabic, Chinese, French, Russian and Spanish</p>		<p>Integration of media and outreach content across all channels and platforms in English, such as speeches, UNFCCC Newsroom articles, press releases, social media posts, editorials, statements and interviews, including to promote UNFCCC sessions and milestones</p>	
		<p>Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement</p>	<p>Translation of key information products for the UNFCCC Newsroom and social media posts into Arabic, Chinese, French, Russian and Spanish</p> <p>Production of multilingual promotional materials, such as videos, web briefings, direct reporting, joint outreach products and social media campaigns</p>	7

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Baseline: 250 multilingual news items for the UNFCCC Newsroom, 50 multilingual promotional materials, 1,500 multilingual social media posts</p> <p>Target: 300 multilingual news items for the UNFCCC Newsroom, 50 multilingual promotional materials, 2,000 social media posts</p> <p>Expected result: Parties, observers and the international media are provided with media and communications facilities, platforms and channels to raise awareness of climate change and to inform their audiences about the UNFCCC process</p> <p>Performance indicator: response rate for media inquiries</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement	<p>Accreditation of 4,000–5,000 media representatives for sessions of the governing and subsidiary bodies</p> <p>Provision of media facilities and services for 4,000–5,000 media representatives at sessions of the COP</p> <p>Management of press conferences for host countries, Parties and observers, including scheduling and orchestrating, as well as moderating, on request</p> <p>Provision of strategic advice to and cooperation with host governments on communications infrastructure and platform management</p> <p>Coordination of United Nations system communications on climate change</p> <p>Design of communications and media facilities for sessions of the governing and subsidiary bodies</p>	3.75
<p>Overarching objective: enhanced engagement</p> <p>Specific objective: enhance engagement with Parties and non-Party stakeholders to increase climate action</p>	<p>Expected result: engagement of non-Party stakeholders in the global climate action agenda is enhanced</p> <p>Performance indicator: delivery of the work programmes for the climate high-level champions and the Marrakech Partnership for Global Climate Action</p>	Paragraphs 117–120 and 122–123 of decision 1/CP.21 , paragraphs 26–29 of decision 1/CP.25 , paragraphs 55–56 of decision 1/CP.26 , paragraphs 77 and 87–89 of decision 1/CMA.3 , paragraph 185 of decision 1/CMA.5 , and decision 17/CP.29	<p>Development of the work programme for the climate high-level champions and the Marrakech Partnership for Global Climate Action</p>	11

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Baseline: 100 per cent Target: 100 per cent		<p>Implementation of regular coordination events with non-Party stakeholders</p> <p>Broadening of the participation in the global climate action agenda of non-Party stakeholders from developing countries</p> <p>Provision of support under substantive work programmes for engaging with non-Party stakeholders, including in considering the outcomes of the first GST</p> <p>Facilitation of the effective participation of non-Party stakeholders in processes such as those related to the new collective quantified goal on climate finance, the United Arab Emirates just transition work programme, the Sharm el-Sheikh mitigation ambition and implementation work programme, the global goal on adaptation, the United Arab Emirates–Belém work programme and the work programme under the framework for non-market approaches referred to in Article 6, paragraph 8, of the Paris Agreement and in decision 4/CMA.3</p>	
	<p>Expected result: relevant actors are engaged in delivering action plans and decisions on ACE, gender, and children and youth</p> <p>Performance indicator: number of countries engaged via their national focal points for ACE, ACE negotiators or other government representatives responsible for ACE-related activities</p> <p>Baseline: NA</p>	<p>Article 6 of the Convention; Article 12 of the Paris Agreement; decisions 1/CP.26, 18/CP.26, 1/CP.27, 23/CP.27, 17/CMA.1, 1/CMA.3, 1/CMA.4, 22/CMA.3 and 22/CMA.4</p>	<p>Collaboration on or co-organization of ACE events at the global, regional or national level, including with RCCs</p>	4

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Target: 50 per year Performance indicator: number of countries engaged via their national gender and climate change focal points, gender negotiators or other government representatives responsible for gender-related activities; number of collaborators and partners engaged in organizing events Baseline: NA; NA Target: 50 per year; 20 per year	Decisions 3/CP.25 , 20/CP.26 , 24/CP.27 , 15/CP.28 and 7/CP.29	Collaboration on or co-organization of gender-related events at the global, regional or national level, including with RCCs	0.5
	Performance indicator: percentage of youth-related events held by the secretariat that are co-organized with relevant children and youth groups Baseline: NA Target: 100 per cent of events	Decision 16/CP.28	Collaboration on or co-organization of youth-related events at the global, regional or national level, including with RCCs	1
	Expected result: support is provided for developing and implementing the Presidency Youth Climate Champion workplan Performance indicator: percentage of activities supported by the secretariat included in the COP 31 and COP 32 Presidency Youth Climate Champion workplan, including holding events and meetings and producing communication products, delivered; percentage of satisfaction expressed by the Presidency Youth Climate Champion in relation to the quality and level of support provided by the secretariat for implementing applicable workplan activities Baseline: NA; NA Target: 100 per cent; 100 per cent	Decision 16/CP.28	Provision of advice and support to each incoming Presidency of the COP, including support for developing and implementing terms of reference and a workplan for the Presidency Youth Climate Champion role, which involves consulting with a broad range of young people, participating in ministerial and other high-level or strategic events and sessions of the subsidiary bodies, and avoiding duplication of the work and activities of the UNFCCC children and youth constituency Provision of capacity-building to the Presidency Youth Climate Champion and support for mobilizing funding for implementing activities in the Presidency Youth Climate Champion workplan	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: data and information management</p> <p>Specific objective: manage a trusted repository of data and information, including by applying effective information and records management, to support knowledge-sharing and the communication of authoritative, relevant and timely information to Parties, non-Party stakeholders and the public</p>	<p>Expected result: the secretariat's internal information and knowledge management services and tools contribute to the efficiency of the secretariat and to collaboration and information-sharing among staff, supporting the UNFCCC process</p> <p>Performance indicator: average percentage of satisfaction regarding internal communications services, access to information, work culture and collaboration, as evidenced by the results of the all-staff survey</p> <p>Baseline: 85 per cent</p> <p>Target: more than 85 per cent</p>	<p>Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement</p>	Provision of advice and support to each incoming Presidency of the COP for mainstreaming children and youth perspectives across agenda items, processes and initiatives, as appropriate, and promoting youth participation at sessions of the COP, including by holding a youth-led climate forum and implementing Presidency initiatives	
			Provision of support to each Presidency Youth Climate Champion, in partnership with interested United Nations entities and in accordance with decisions of the COP and the CMA on matters and activities related to children and youth under the UNFCCC process	2.5
			Provision of support to the Executive division and other divisions, as well as subdivisions, units and teams, related to information management and information-sharing and for the publication of news articles, announcements and other information items	0.5
			Improvement of access to information and data via the intranet and other internal communication channels to support greater efficiency and cross-functional execution of divisional work and programme delivery	
			Introduction of internal communications strategies for	1

Objectives	Expected result(s), performance indicator(s), baseline(s), target(s)	Aggregated mandates	Output(s)	No. of posts
			professional development and learning to increase staff efficiency and outputs Building of a collaborative and results-driven work culture, while improving staff well-being and hence staff retention	
	<p>Expected result: the UNFCCC website, mobile app and social media channels are recognized as the trusted, leading sources for relevant, comprehensive and timely information on climate change and the UNFCCC process</p> <p>Performance indicator: number of website users; number of web page views; number of document downloads; number of mobile app users; number of social media followers</p> <p>Baseline: 4 million website users per year; 20 million page views per year; 5 million documents downloaded per year; 15,000 mobile app users per year; combined total of 250 million users reached across all social media channels per year</p> <p>Target: 4 million website users per year; 20 million page views per year; 5 million documents downloaded per year; more than 15,000 mobile app users per year; outreach to 300 million users across all social media channels per year</p>	Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement	<p>Maintenance and updating of the UNFCCC website</p> <p>Enhancement of functionalities of the UNFCCC website and digital applications on the basis of Parties' feedback, user research and market analysis of best practices, if funding allows</p> <p>Provision of access to information and data on the UNFCCC website and mobile app, ensuring official documents and up-to-date information are available to Parties and non-Party stakeholders and the public</p> <p>Improvement of site search and content provisioning for the UNFCCC website</p>	2.5
	<p>Performance indicator: average percentage of satisfaction regarding access to information and usability of the UNFCCC website, as evidenced by the results of the external client survey</p> <p>Baseline: 75 per cent of survey respondents satisfied</p> <p>Target: more than 75 per cent of survey respondents satisfied</p>	Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement	Maintenance of taxonomy, including ensuring all official documents are tagged with taxonomy terms, enabling them to be found	1.75
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: enhance engagement with Parties and</p>	Expected result: the implementation of mandated activities and processes related to observer engagement is facilitated	Article 7, paragraph 6, of the Convention; paragraph 50(c) of document FCCC/SBI/2002/17 , paragraph 178 of document	Provision of support to Parties for enhancing observer engagement in the UNFCCC process by contributing substantive inputs to	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
non-Party stakeholders to increase climate action	<p>Performance indicator: number of official documents on observer engagement published; percentage of planned activities related to observer engagement delivered in accordance with the established practice and the resources available</p> <p>Baseline: four documents; 100 per cent of activities</p> <p>Target: four documents; 100 per cent of activities</p>	<p>FCCC/SBI/2011/7, paragraphs 240–241 document</p> <p>FCCC/SBI/2012/15, paragraph 119 of document</p> <p>FCCC/SBI/2017/7, paragraph 141 of document</p> <p>FCCC/SBI/2018/9, paragraph 138 of document</p> <p>FCCC/SBI/2019/9, paragraph 114(d) of document</p> <p>FCCC/SBI/2021/16 and paragraph 201 of document</p> <p>FCCC/SBI/2024/130</p>	<p>the SBI, preparing one report per biennium on observer engagement, convening mandated dialogues and supporting COP Presidencies</p> <p>Facilitation of observer engagement in both intersessional and in-session meetings under the UNFCCC process and facilitation of advocacy actions</p> <p>Implementation of mandates from Parties related to the engagement of diverse observers, including providing capacity-building and preparing information products</p>	
	<p>Performance indicator: percentage of applications for admission to the UNFCCC process as an observer reviewed (up to 700 applications)</p> <p>Baseline: 100 per cent</p> <p>Target: 100 per cent</p>	<p>Article 7, paragraph 6, of the Convention; paragraph 50(c) of document FCCC/SBI/2002/17, paragraph 178 of document</p> <p>FCCC/SBI/2011/7, paragraphs 240–241 document</p> <p>FCCC/SBI/2012/15, paragraph 119 of document</p> <p>FCCC/SBI/2017/7, paragraph 141 of document</p> <p>FCCC/SBI/2018/9, paragraph 138 of document</p> <p>FCCC/SBI/2019/9, paragraph 114(d) of document</p> <p>FCCC/SBI/2021/16 and paragraph 201 of document</p> <p>FCCC/SBI/2024/130</p>	<p>Provision of support to the COP for admitting organizations to the UNFCCC process as observers by assessing applications for admission</p>	2.5
<p>Overarching objective: intergovernmental engagement</p> <p>Specific objective: facilitate intergovernmental engagement on responding to the threat of climate change by supporting the consideration of ways to</p>	<p>Expected result: the consideration by Parties of the outcomes of and reports on established processes is facilitated</p> <p>Performance indicator: percentage of mandated activities delivered in accordance with the established intergovernmental meeting timelines and processes</p>	<p>Article 8, paragraph 2(g), of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17, paragraph 2, of the Paris Agreement</p>	<p>Coordination and oversight of all communications and engagement activities</p>	3

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
broaden participation in and strengthen the inclusiveness of the UNFCCC process	Baseline: 100 per cent Target: 100 per cent		Coordination and oversight of intergovernmental engagement activities related to global climate action and observer engagement	0.5
	Expected result: the consideration by Parties of the progress of work under established processes and by constituted bodies related to education and public awareness and to gender is facilitated Performance indicator: percentage of presiding officers expressing satisfaction with the level of support provided Baseline: 100 per cent Target: 100 per cent	Article 6 of the Convention; Article 12 of the Paris Agreement; decisions 17/CMA.1 , 18/CP.26 and 22/CMA.3	Support of three expected or recurring agenda items by preparing documents, reports, draft governing body decisions and draft subsidiary body conclusions for ACE (four SBI sessions) and for the Glasgow work programme on Action for Climate Empowerment (assisting the SBI Chair on activities related to facilitating the programme's implementation and review)	0.5
		Decisions 23/CP.18 , 3/CP.25 and 7/CP.29	Support of four expected or recurring agenda items by preparing documents, reports, draft governing body decisions and draft subsidiary body conclusions for gender (four SBI sessions)	0.45
Division/appropriation line: Resource Mobilization and Partnerships				
Overarching objective: intergovernmental engagement Specific objective: mobilize resources and cultivate and manage partnerships for the secretariat in an effective, coordinated and coherent manner	Expected result: Parties are engaged with to mobilize resources and establish and manage partnerships to enable the secretariat to deliver on its mandates and implement its work programme Performance indicator: number of contributors (Party and non-Party) to supplementary funding by the end of the biennium 2026–2027 Baseline: 25 Parties, 16 non-Party stakeholders Target: 28 Parties, 19 non-Party stakeholders	Paragraph 35 of document FCCC/SBI/2023/2/Add.1/Rev.1	Preparation of fundraising letters, calls for funding support and briefings to Parties Engagement with Parties, governments, intergovernmental organizations and multilateral development banks for resource mobilization purposes	0.5

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	<p>Expected result: Parties and non-Party stakeholders are engaged with in a strengthened, regular manner to mobilize resources (financial and in-kind) and cultivate partnerships to enable the secretariat to deliver on its mandates and implement its work programme in accordance with relevant United Nations and UNFCCC regulations and due diligence processes</p> <p>Performance indicator: total amount of supplementary funding and funding for participation in the UNFCCC process raised from Parties and non-Party stakeholders combined by the end of the biennium 2026–2027</p> <p>Baseline: EUR 35 million</p> <p>Target: EUR 45 million</p>	Paragraph 35 of document FCCC/SBI/2023/2/Add.1/Rev.1 ; paragraph 55 of decision 1/CP.26	<p>Development of a resource mobilization and partnership strategy implementation road map</p> <p>Preparation of fundraising letters, calls for funding support and briefings to Parties and non-Party stakeholders</p> <p>Convening of bilateral and multilateral meetings with existing and potential funders (Party and non-Party)</p> <p>Organization of funder-finding missions and funder events and preparation of pitches to potential funders</p> <p>Maintenance of UNFCCC partner and relationship management tools and donor reporting systems</p> <p>Updating of relevant UNFCCC web pages, Sia pages and LinkedIn groups</p> <p>Convening of Partnership Committee meetings</p> <p>Provision of regular reporting on status of contributions</p>	3
	<p>Expected result: Parties are engaged with in a strengthened, regular manner to mobilize resources and cultivate partnerships to enable the secretariat to deliver on its mandates and implement its work programme</p> <p>Performance indicator: total amount of supplementary funding and funding for participation in the UNFCCC process raised from Parties by the end of the biennium 2026–2027</p> <p>Baseline: EUR 20 million</p> <p>Target: EUR 25 million</p>	Paragraph 35 of document FCCC/SBI/2023/2/Add.1/Rev.1	<p>Preparation of fundraising letters, year-end thank you letters, calls for funding support and briefings to Parties</p> <p>Convening of strategic bilateral and multilateral meetings with existing and potential funders</p> <p>Organization of Party funder-finding missions</p> <p>Provision of regular reporting on status of contributions</p>	1

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
<p>Overarching objective: oversight and management</p> <p>Specific objective: mobilize resources and cultivate and manage partnerships for the secretariat in an effective, coordinated and coherent manner</p>	<p>Expected result: resources (financial and in-kind) from and partnerships with non-Party stakeholders are effectively mobilized and cultivated, in accordance with relevant United Nations and UNFCCC regulations and due diligence processes, to enable the secretariat to carry out its mandated work programme</p> <p>Performance indicator: total amount of supplementary funding and funding for participation in the UNFCCC process raised from non-Party stakeholders; number of mutually beneficial, strategic and long-term partnerships established with non-Party stakeholders, including United Nations entities, by the end of the biennium 2026–2027</p> <p>Baseline: EUR 15 million; 30 partnerships</p> <p>Target: EUR 20 million; 40 partnerships</p>	Paragraph 55 of decision 1/CP.26	Strategic engagement with key stakeholders, including those within the United Nations system, Parties, intergovernmental organizations, multilateral development banks and public sector entities	
			Updating of Party profiles and the resource mobilization dashboard	
			Effective and efficient case management of potential partners	1
			Outreach to existing and potential non-Party partners, preparation of partnership agreements and engagement with funders and partners to mobilize resources and develop mutually beneficial partnerships	
			Strategic engagement and networking with key existing and potential stakeholders, including civil society entities, foundations, philanthropic organizations, family offices, private sector entities and individuals	
			Production of outreach materials	
			Preparation of due diligence reports, enabling informed decision-making on potential partners	0
			Convening of Partnership Committee meetings	
	<p>Expected result: resources (financial and in-kind) from and partnerships with non-Party stakeholders are effectively mobilized and cultivated, in accordance with relevant United Nations and UNFCCC regulations and due diligence processes, to enable the secretariat to carry out its mandated work programme</p> <p>Performance indicator: number of due diligence reports completed on prospective non-Party partners in the biennium 2026–2027</p> <p>Baseline: 50</p>	Paragraph 55 of decision 1/CP.26		

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Target: 60 Expected result: resources (financial and in-kind) from and partnerships with non-Party stakeholders are effectively mobilized and cultivated, in accordance with relevant United Nations and UNFCCC regulations and due diligence processes, to enable the secretariat to carry out its mandated work programme Performance indicator: number of contributors (Party and non-Party) to supplementary funding and funding for participation in the UNFCCC process by the end of the biennium 2026–2027 Baseline: 25 Parties, 16 non-Party stakeholders Target: 28 Parties, 19 non-Party stakeholders	Paragraph 35 of document FCCC/SBI/2023/2/Add.1/Rev.1 ; paragraph 55 of decision 1/CP.26	Development of a resource mobilization and partnership strategy implementation road map Convening of strategic bilateral and multilateral meetings with existing and potential funders Organization of funder events and preparation of pitches to potential funders Provision of regular reporting on status of contributions	0.5
Division/appropriation line: Human Resources				
Overarching objective: oversight and management Specific objective: align the functions of the unit with the secretariat's strategic vision and enable proactive workforce engagement	Expected result: strategic, advisory and talent services that align with the strategic vision and priorities of the secretariat are delivered effectively throughout the secretariat Performance indicator: HR service delivery model and structural review completed, including preparation of a proposal for a potential HR business partner model Baseline: 0 per cent Target: 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Launch of the pilot HR advisory model with the aim of providing better support under strategic goals and achieving more proactive workforce planning and improved talent services	1.25
Overarching objective: oversight and management Specific objective: drive people-centred strategy by modernizing the unit and implementing regulatory reforms	Expected result: the divisional strategy, which aligns with the secretariat's goals, is fully implemented and monitored Performance indicator: divisional strategy implemented; tool for monitoring and reporting on strategy implementation deployed Baseline: 0 per cent; 0 per cent Target: 100 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Implementation of the divisional strategy, with performance tracking enabled	0.25

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: oversight and management Specific objective: attract and retain a diverse, skilled workforce for the secretariat	Expected result: learning and development are integrated into staff career pathways, enhancing capability across the secretariat Performance indicator: revised staff learning and development framework implemented; learning community and hub developed and learning opportunities centralized Baseline: 0 per cent; 10 per cent Target: 100 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Operationalization of a robust learning system and community of practice	2.5
Overarching objective: oversight and management Specific objective: ensure the timely, equitable and accurate distribution of benefits and deployment of payroll services	Expected result: staff onboarding, entitlements and payroll services are delivered in line with the service level agreement Performance indicator: compliance of HR services and processes related to benefits and entitlements with the service level agreement; execution of HR master data validation for monthly payroll Baseline: 84 per cent; 100 per cent Target: 90 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Accurate and efficient processing of payroll and benefits	4
Overarching objective: oversight and management Specific objective: foster a high-performance organizational culture based on feedback and accountability	Expected result: managers and other staff of the secretariat engage in a transparent, goal-oriented performance management system that supports accountability and development Performance indicator: completion of performance management system workplan; completion of performance management system final appraisal Baseline: 53 per cent; 65 per cent Target: 100 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Institutionalization and monitoring of the secretariat's performance review cycle	2.5
Overarching objective: oversight and management Specific objective: influence HR practices at the United Nations by engaging in inter-agency collaborations	Expected result: the secretariat, using various inter-agency mechanisms (e.g. HR Network), contributes to shaping United Nations system-wide HR policies and systems Performance indicator: representation rate of secretariat at forums; participation of secretariat in working groups and COPs Baseline: 100 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Promotion of the consideration of secretariat inputs on HR policy in discussions under the United Nations Common System	0.25

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
	Target: 100 per cent; 100 per cent			
Overarching objective: oversight and management Specific objective: lead the transformation of the Human Resources unit into a strategic business partner of the secretariat by aligning divisional frameworks, services and culture with the secretariat's corporate mandate and long-term vision	Expected result: the Human Resources unit is repositioned as a business partner to the secretariat by initiating and coordinating strategic HR transformation projects Performance indicator: number of HR transformation projects launched; completion of internal HR business partner model review Baseline: 0; 0 per cent Target: two; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Completion of foundational HR transformation projects and reviews in order to begin repositioning the Human Resources unit as a strategic business partner	0
Overarching objective: oversight and management Specific objective: modernize talent acquisition and onboarding mechanisms	Expected result: talent attraction and onboarding mechanisms are modernized and aligned with future workforce needs Performance indicator: strategic workforce planning framework implemented; onboarding mechanism upgraded; onboarding satisfaction survey tool and key performance indicators implemented; staff turnover rate (excluding mandatory separation) reduced in comparison with the previous budget cycle Baseline: 0 per cent; 0 per cent; 0 per cent; 9 per cent turnover rate Target: 100 per cent; 100 per cent; 100 per cent; 8 per cent turnover rate	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Implementation of the workforce planning framework Enhancement of onboarding Tracking of staff retention and reduction of staff turnover rate	7
Overarching objective: oversight and management Specific objective: promote staff well-being by providing inclusive and responsive HR-related services	Expected result: a secretariat-wide well-being framework is adopted and supported Performance indicator: staff well-being framework implemented, including providing training courses and well-being services and establishing an in-house network and community of wellness ambassadors Baseline: 10 per cent Target: 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Operationalization of effective staff well-being services, training opportunities and a support community	0.25

<i>Objectives</i>	<i>Expected result(s), performance indicator(s), baseline(s), target(s)</i>	<i>Aggregated mandates</i>	<i>Output(s)</i>	<i>No. of posts</i>
Overarching objective: oversight and management Specific objective: strengthen people-related decision-making by applying real-time data and analytics	Expected result: HR-related decisions across the secretariat are informed by real-time data through use of analytics tools by managers Performance indicator: HR data and analytics matrices established; HR dashboard implemented Baseline: 30 per cent; 60 per cent Target: 100 per cent; 100 per cent	Article 8, paragraph 2, of the Convention; Article 14, paragraph 2, of the Kyoto Protocol; Article 17 of the Paris Agreement	Implementation of HR analytics tools and promotion of their use across the secretariat to support strategic, evidence-based workforce decisions	1

Table 2

Resource and post requirements for the biennium 2026–2027 by division/appropriation line, funding source and scenario

<i>Division / appropriation line and funding source</i>	<i>Proposed budget scenario</i>			<i>Actual needs scenario</i>			<i>Zero real growth scenario</i>			<i>Zero nominal growth scenario</i>		
	<i>EUR</i>	<i>P staff</i>	<i>GS staff</i>	<i>EUR</i>	<i>P staff</i>	<i>GS staff</i>	<i>EUR</i>	<i>P staff</i>	<i>GS staff</i>	<i>EUR</i>	<i>P staff</i>	<i>GS staff</i>
Executive												
Core budget	4 579 281	8.0	7.0	4 692 961	8.0	7.0	4 579 281	8.0	7.0	4 536 506	8.0	7.0
Supplementary budget	1 944 400	3.0	0.0	1 944 400	3.0	0.0	1 944 400	3.0	0.0	1 987 176	3.0	0.0
One-off budget investment	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0
Programme support costs	1 882 360	4.0	2.0	1 726 680	4.0	2.0	1 882 360	4.0	2.0	1 882 360	4.0	2.0
Total	8 806 042	15.0	9.0	8 764 042	15.0	9.0	8 806 042	15.0	9.0	8 806 042	15.0	9.0
Programmes												
Programmes Coordination												
Core budget	734 540	1.0	1.0	1 091 680	2.0	1.0	734 540	1.0	1.0	711 480	1.0	1.0
Supplementary budget	2 497 260	4.0	1.0	2 106 120	3.0	1.0	2 497 260	4.0	1.0	2 520 320	4.0	1.0
Programme support costs	2 257 140	4.0	5.0	2 257 140	4.0	5.0	2 257 140	4.0	5.0	2 257 140	4.0	5.0
CDM	508 120	1.0	1.0	508 120	1.0	1.0	508 120	1.0	1.0	508 120	1.0	1.0
Total	5 997 060	10.0	8.0	5 963 060	10.0	8.0	5 997 060	10.0	8.0	5 997 060	10.0	8.0
Adaptation												
Core budget	10 818 485	26.0	6.0	12 662 710	26.0	6.0	7 515 820	17.0	5.0	7 515 820	17.0	5.0
Supplementary budget	10 344 648	5.0	2.0	8 471 112	5.0	2.0	14 253 596	14.0	3.0	14 253 596	14.0	3.0
Total	21 163 133	31.0	8.0	21 133 822	31.0	8.0	21 769 416	31.0	8.0	21 769 416	31.0	8.0
Mitigation												
Core budget	7 201 780	15.0	5.0	9 247 440	20.0	8.0	4 404 660	10.0	4.0	4 390 660	10.0	4.0
Supplementary budget	28 840 299	35.0	10.0	26 291 604	30.0	7.0	32 046 254	40.0	11.0	32 060 254	40.0	11.0

Division / appropriation line and funding source	Proposed budget scenario			Actual needs scenario			Zero real growth scenario			Zero nominal growth scenario		
	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff
One-off budget investment	1 933 000	0.0	0.0	1 933 000	0.0	0.0	1 933 000	0.0	0.0	1 933 000	0.0	0.0
Article 6, paragraph 4, of the Paris Agreement	38 464 058	59.5	21.0	38 464 058	59.5	21.0	38 464 058	59.5	21.0	38 464 058	59.5	21.0
ITL budget	454 840	1.0	0.0	454 840	1.0	0.0	454 840	1.0	0.0	454 840	1.0	0.0
CDM	12 027 041	17.5	8.0	12 027 041	17.5	8.0	12 027 041	17.5	8.0	12 027 041	17.5	8.0
Total	88 921 017	128.0	44.0	88 417 983	128.0	44.0	89 329 853	127.0	44.0	89 329 852	127.0	44.0
Means of Implementation												
Core budget	11 751 170	24.0	7.0	13 843 330	28.0	8.0	7 439 410	16.0	6.0	7 439 410	16.0	6.0
Supplementary budget	8 671 290	10.0	2.0	6 257 682	6.0	1.0	13 682 728	18.0	3.0	13 682 728	18.0	3.0
Total	20 422 460	34.0	9.0	20 101 012	34.0	9.0	21 122 138	34.0	9.0	21 122 138	34.0	9.0
Transparency												
Core budget	16 929 880	35.0	12.0	20 577 020	40.0	14.0	15 617 560	33.0	12.0	15 167 560	33.0	12.0
Supplementary budget	31 420 276	27.0	12.0	27 368 098	22.0	10.0	32 883 109	29.0	12.0	33 333 109	29.0	12.0
Total	48 350 156	62.0	24.0	47 945 118	62.0	24.0	48 500 669	62.0	24.0	48 500 669	62.0	24.0
Operations												
Operations Coordination												
Core budget	1 188 600	2.0	2.0	1 188 600	2.0	2.0	1 188 600	2.0	2.0	1 162 700	2.0	2.0
Supplementary budget	1 659 269	2.8	1.0	1 659 269	2.8	1.0	1 659 269	2.8	1.0	1 685 169	2.8	1.0
Programme support costs	3 076 160	6.0	6.0	3 076 160	6.0	6.0	3 076 160	6.0	6.0	3 076 160	6.0	6.0
Cost recovery	755 000	0.0	0.0	755 000	0.0	0.0	755 000	0.0	0.0	755 000	0.0	0.0
Total	6 679 029	10.8	9.0	6 679 029	10.8	9.0	6 679 029	10.8	9.0	6 679 029	10.8	9.0
Administration and Operations												
Core budget	4 863 472	6.0	1.0	5 291 820	6.0	1.0	4 563 790	6.0	1.0	4 435 017	6.0	1.0
Core (secretariat-wide costs)	4 097 261	0.0	0.0	5 990 837	0.0	0.0	3 778 905	0.0	0.0	3 587 892	0.0	0.0
Supplementary budget	2 397 938	0.0	0.0	2 397 938	0.0	0.0	2 397 938	0.0	0.0	2 397 938	0.0	0.0
One-off budget investment	1 200 000	0.0	0.0	1 200 000	0.0	0.0	1 200 000	0.0	0.0	1 200 000	0.0	0.0
ITL budget	2 031 235	2.0	0.0	2 031 235	2.0	0.0	2 031 235	2.0	0.0	2 031 235	2.0	0.0
Bonn Fund	350 240	0.0	2.0	350 240	0.0	2.0	350 240	0.0	2.0	350 240	0.0	2.0
Programme support costs	11 481 692	16.0	23.0	11 481 692	16.0	23.0	11 481 692	16.0	23.0	11 481 692	16.0	23.0
Programme support costs (secretariat-wide costs)	880 000	0.0	0.0	0	0.0	0.0	880 000	0.0	0.0	880 000	0.0	0.0
Cost recovery	33 675 738	26.0	13.0	33 247 389	26.0	13.0	33 975 420	26.0	13.0	34 104 192	26.0	13.0

Division / appropriation line and funding source	Proposed budget scenario			Actual needs scenario			Zero real growth scenario			Zero nominal growth scenario		
	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff
Cost recovery (secretariat-wide costs)	253 435	0.0	0.0	0	0.0	0.0	434 460	0.0	0.0	543 075	0.0	0.0
Total	61 231 011	50.0	39.0	61 991 151	50.0	39.0	61 093 680	50.0	39.0	61 011 281	50.0	39.0
Conference Affairs												
Core budget	3 780 711	9.0	4.0	4 482 391	11.0	4.0	3 071 731	7.0	3.0	3 051 731	7.0	3.0
Supplementary budget	1 831 520	3.0	4.0	1 061 840	1.0	4.0	2 702 500	5.0	5.0	2 722 500	5.0	5.0
One-off budget investment	896 000	0.0	0.0	896 000	0.0	0.0	896 000	0.0	0.0	896 000	0.0	0.0
Bonn Fund	2 693 056	1.0	7.0	2 693 056	1.0	7.0	2 693 056	1.0	7.0	2 693 056	1.0	7.0
Trust fund for participation in the UNFCCC process	14 301 720	0.0	1.0	14 301 720	0.0	1.0	14 301 720	0.0	1.0	14 301 720	0.0	1.0
Total	23 503 007	13.0	16.0	23 435 007	13.0	16.0	23 665 007	13.0	16.0	23 665 007	13.0	16.0
Cross-cutting												
Legal Affairs												
Core budget	3 135 673	6.0	3.0	3 523 013	6.0	5.0	2 748 133	5.0	3.0	2 748 133	5.0	3.0
Supplementary budget	2 781 430	4.0	2.0	2 306 090	4.0	0.0	3 243 288	5.0	2.0	3 243 288	5.0	2.0
One-off budget investment	76 000	0.0	0.0	76 000	0.0	0.0	76 000	0.0	0.0	76 000	0.0	0.0
Programme support costs	1 121 040	3.0	0.0	1 121 040	3.0	0.0	1 121 040	3.0	0.0	1 121 040	3.0	0.0
CDM	409 040	1.0	0.0	409 040	1.0	0.0	409 040	1.0	0.0	409 040	1.0	0.0
Total	7 523 183	14.0	5.0	7 435 183	14.0	5.0	7 597 501	14.0	5.0	7 597 501	14.0	5.0
Intergovernmental Support and Collective Progress												
Core budget	5 252 006	13.0	4.0	5 546 006	14.0	4.0	4 958 006	12.0	4.0	4 958 006	12.0	4.0
Supplementary budget	2 309 552	5.0	2.0	1 981 552	4.0	2.0	2 592 912	6.0	2.0	2 592 912	6.0	2.0
Total	7 561 558	18.0	6.0	7 527 558	18.0	6.0	7 550 918	18.0	6.0	7 550 918	18.0	6.0
Communications and Engagement												
Core budget	6 341 220	14.0	5.0	7 850 732	17.0	6.0	4 829 102	10.0	5.0	4 829 102	10.0	5.0
Supplementary budget	18 455 671	40.0	8.0	16 807 554	37.0	7.0	20 239 889	44.0	8.0	20 239 889	44.0	8.0
One-off budget investment	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0
Programme support costs	327 560	1.0	0.0	327 560	1.0	0.0	327 560	1.0	0.0	327 560	1.0	0.0
CDM	503 120	1.0	1.0	503 120	1.0	1.0	503 120	1.0	1.0	503 120	1.0	2.0
Total	26 027 571	56.0	14.0	25 888 966	56.0	14.0	26 299 671	56.0	15.0	26 299 671	56.0	15.0
Resource Mobilization and Partnerships												
Core budget	415 716	1.0	0.0	709 716	2.0	0.0	415 716	1.0	0.0	415 716	1.0	0.0

Division / appropriation line and funding source	Proposed budget scenario			Actual needs scenario			Zero real growth scenario			Zero nominal growth scenario		
	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff	EUR	P staff	GS staff
Supplementary budget	1 584 420	3.0	1.0	1 584 420	3.0	1.0	1 584 420	3.0	1.0	1 584 420	3.0	1.0
Programme support costs	482 000	1.0	0.0	126 000	0.0	0.0	482 000	1.0	0.0	482 000	1.0	0.0
Total	2 482 136	5.0	1.0	2 420 136	5.0	1.0	2 482 136	5.0	1.0	2 482 136	5.0	1.0
Human Resources												
Programme support costs	4 635 830	6.0	13.0	4 635 830	6.0	13.0	4 635 830	6.0	13.0	4 635 830	6.0	13.0
Cost recovery	473 000	0.0	0.0	473 000	0.0	0.0	473 000	0.0	0.0	473 000	0.0	0.0
One-off budget investment	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0	400 000	0.0	0.0
Total	5 508 830	6.0	13.0	5 508 830	6.0	13.0	5 508 830	6.0	13.0	5 508 830	6.0	13.0
IPCC												
Core budget	489 510	0.0	0.0	489 510	0.0	0.0	489 510	0.0	0.0	489 510	0.0	0.0
Total	489 510	0.0	0.0	489 510	0.0	0.0	489 510	0.0	0.0	489 510	0.0	0.0
Grand total^a	–	452.8	205.0	–	452.8	205.0	–	452.8	205.0	–	451.8	206.0

^a The total number of budgets are not provided in order to avoid double counting resulting from the inclusion of internal cost recovery budgets.