

# Brief overview of the UNFCCC secretariat structure, its divisions and subdivisions<sup>1</sup>

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<sup>1</sup> These descriptions are a work-in-progress. Some of the terminology may be revised in future but its substantive content will be preserved.

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## Adaptation division

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

### Review subdivision

The Review subdivision will support the provision of coherent, holistic guidance on adaptation to Parties; provide technical analyses, syntheses and input for the Global Stocktake; and facilitate the engagement on adaptation to promote action towards the achievement of the objectives and goals of the Convention and the Paris Agreement.

#### **Adaptation Committee unit**

The Adaptation Committee unit supports the Adaptation Committee and the technical examination process on adaptation (TEP-A).

#### **Reporting and Engagement team**

The Reporting and Engagement team supports adaptation communications and the associated registry, adaptation transparency, stakeholder engagement and outreach.

### Response subdivision

The Response subdivision will support developing country Parties, in particular LDCs, in assessing impacts, risks and vulnerability and in developing, implementing, monitoring, evaluating and reporting on adaptation plans, policies and actions.

#### **LEG and NAP unit**

The LEG and NAP unit supports the Least Developed Countries Expert Group (LEG), the process to formulate and implement national adaptation plans (NAPs), national adaptation programmes of action (NAPAs) and the LDC work programme.

#### **Loss and Damage unit**

The Loss and Damage unit supports the Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts (WIM) and its Executive Committee (ExCom).

### Vulnerability subdivision

The Vulnerability subdivision will catalyse knowledge-sharing; enhance learning on, and understanding of, needs and action in response to climate change impacts for different sectors and groups; and manage a trusted repository of adaptation data and information.

#### **LCIPP unit**

The LCIPP unit supports the Local Communities and Indigenous Peoples Platform (LCIPP) and its Facilitative Working Group (FWG).

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**NWP unit**

The NWP unit supports the Nairobi Work Programme on impacts, vulnerability and adaptation to climate change (NWP), including the Lima Adaptation Knowledge Initiative (LAKI).

## Administrative Services, Human Resources, & Information and Communication Technology (AS/HR/ICT) division

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

### Administrative Services subdivision

The Administrative Services subdivision will coordinate the preparation of the secretariat's budget and work programme, report on its implementation related to the budget performance, manage financial resources, develop financial and administrative policies and guidelines, manage procurement, premises and property, and make travel arrangements.

#### **Financial Resource Management unit**

The Financial and Resource Management unit manages the secretariat's budget preparation and reporting process, including preparing division budget documents and supporting its consideration by the Parties. It provides support to the senior management and divisions on budgetary and financial matters.

#### **Budget unit**

The Budget unit prepares division budget documents, supports their consideration by the Parties and prepares reports on division budget performance. It provides support to senior management and the divisions on budgetary matters.

#### **Finance team**

The Finance team manages the secretariat trust funds and accounts, including: monitoring income and expenditure, initiating and processing allotments and reporting to management and Parties. The team prepares financial statements and provides financial services, including processing payments and journal vouchers, and recording income. This includes reviewing and providing financial clearance of contribution agreements and memoranda of understanding.

Additionally, the team facilitates the implementation of the International Public Service Accounting Standards.

#### **Procurement, Travel and General Services unit**

The Procurement, Travel and General Services unit provides timely procurement and travel services and a working environment which is healthy, safe and environmentally friendly. It develops, implements and gives advice on solution-oriented administrative strategies, practices and tools tailored to the needs of the secretariat, ensuring integrity and compliance with the framework of UN regulations and rules and secretariat policies.

#### **Procurement team**

The Procurement team supports the divisions in the procurement of goods and services that are cost-efficient, of high quality and environmentally friendly. The team also assists divisions in the management of contracts for the delivery of goods and services.

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### **Travel team**

The Travel team arranges for and processes all travel of participants to sessions and meetings; arranges for and processes all travel of staff to sessions; and supports divisions with other official travel of staff. The team also arranges for UN Laissez-Passers and visas for staff.

### **General Services team**

The General Services team ensures the provision of adequate office building infrastructure and facilities, including on the UN Campus, in close cooperation with UN Bonn Common Services. The team manages, allocates and distributes work assets, such as furniture, non-ICT equipment and office supplies; assigns and manages office, meeting and service areas; and receives, distributes, collects and dispatches incoming, outgoing, and in-house mail. The team also liaises with the UN Bonn on common issues.

### **Human Resources subdivision**

The Human Resources subdivision will provide effective workforce planning, strategic talent acquisition and organizational development, with a view to increasing the geographical and gender diversity of the secretariat and meeting its evolving needs.

### **Benefits and Entitlements team**

The Benefits and Entitlements team manages and administers timely and accurate processing of staff entitlements and benefits, from sourcing to separation stages, in line with UN Rules and Regulations. The team also serves as a linkage with UN institutions for medical, ASHI, staff pension and protocol.

### **Staff Development team**

The Staff Development team is responsible for staff learning including formal in-house learning, online training programmes, language learning, external learning and career support. The team also facilitates BBLs, access to counselling services, coaching and supports the facilitation of retreats. In the context of performance management, the team fosters a results-oriented performance culture and engages staff in achieving the goals of the organization.

### **Talent Management and Workforce Planning unit**

The Talent Management and Workforce Planning unit acts as partner for management, hiring managers, and everyone involved in the recruitment process in order to find the right person for the right position. This includes providing guidance on contractual status, leading and supporting the recruitment and selection process, and ensuring compliance with the respective UN rules and regulations. The unit also analyses, forecasts, and plans for workforce supply and demand, assesses gaps, and determines target talent management interventions to ensure that the secretariat has the right people, with the right skills in the right places at the right time.

### **Information and Communication Technology subdivision**

The Information and Communication Technology (ICT) subdivision will provide a reliable, sustainable and coherent IT infrastructure; operate and maintain existing mandated systems that support the intergovernmental process; and improve the overall level of ICT, with a focus on extending and improving critical user-facing services.

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### **Project & Service Management unit**

The Project and Service Management unit provides governance of infrastructure and applications by adopting and tailoring governance frameworks, proven methodologies and industry standards, with the aim of optimizing all the different aspects of ICT. The unit provides monitoring, controlling and reporting of the portfolio of projects and services across the entire lifecycle ensuring that ICT achieves the desired results and provides value to its stakeholders.

### **Application Development unit**

The Application Development unit analyses, designs, develops, implements and maintains application software solutions.

### **Infrastructure & Systems unit**

The Infrastructure and Systems unit maintains the essential IT infrastructure and related services to ensure that the secretariat's computers, e-mail, mobile devices, communication systems, networks and data centres are available and secure.

### **Customer Support unit**

The Customer Support unit provides end-user devices and services (desktop computing, telephony, printing services), manages software and technology-related hardware assets, and operates conference and workshop services, including virtual conferencing and messaging. The unit operates through the service desk as a single point of contact with users ensuring that users receive appropriate help and support in a timely manner.

### **ITL unit**

The ITL unit implements, operates and supports the International Transaction Log (ITL) system, its related services and the registry.

## Communications and Engagement division

The Communication and Engagement division will serve multiple cross-cutting objectives, including communicating authoritative, relevant and timely information to Parties, non-Party stakeholders and the public regarding the secretariat's process and action on climate change, with emphasis on proactively building support among all stakeholders so as to facilitate climate action and increase ambition. It will ensure that the communications work and engagement activities of the secretariat are driven by the outcomes of all processes and bodies.

### Communication & Knowledge subdivision

The Communications and Knowledge subdivision will focus on external and internal communications, as well as on knowledge management, to ensure that all stakeholders are well informed and can access the information they need to support or engage with the secretariat's process. It will produce and manage news and information to publicize, catalyse and showcase the implementation of climate action by all Parties and non-Party stakeholders and it will manage the information and knowledge of the intergovernmental climate change process.

#### **Content unit**

The Content unit prepares all internal and external communication products. The unit drafts messages, articles, news stories, releases, op-eds, statements and any other information for Sia, website, newsroom, etc. The unit consults and guides client programmes on communications strategy, planning and execution.

#### **Digital unit**

The Digital unit is the in-house expert team on websites, social media, digital campaigns and mobile apps. The unit consults and guides the client division on concept, development, launch and post-launch – on issues such as user research, platform and channel choice, existing data and content, content development, overlapping objectives with other products or teams, branding, messaging and technology.

#### **Mechanisms Knowledge Management unit**

The Mechanisms Information & Knowledge Management unit provides support to the mechanisms' bodies and processes by organizing and maintaining information and records, including the operation of proper records and documents management; information knowledge management and sharing; network access and handling of confidential information; and facilitating internal communications through relevant products.

### Engagement subdivision

The Engagement subdivision will focus on facilitating climate action by Parties and non-Party stakeholders, observer engagement, partnerships, gender integration and ACE (Action for Climate Empowerment). It will facilitate global climate action in support of the full implementation of the Convention, Kyoto Protocol and the Paris Agreement, and will encourage non-Party stakeholders to support the work by Parties, through voluntary and ambitious climate actions.

#### **Climate Action Engagement & Recognition unit**

The Climate Action Engagement & Recognition unit facilitates, recognizes and makes visible the work of non-Party stakeholders, and connects it to the formal process through mechanisms such as the



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high-level champions on climate action, the Marrakech Partnership, and tracking, reporting and recognition of global climate action through the Climate Action Portal. It also facilitates observer engagement in the negotiation process through policies and procedures for both observer submissions and observer participation.

#### **Engagement team**

The Engagement team facilitates, recognizes and makes visible the work of non-Party stakeholders, and connects it to the formal process through mechanisms such as the high-level Champions on climate action, the Marrakech Partnership, and tracking, reporting and recognition of global climate action through the Climate Action Portal.

#### **Observer Relations team**

The Observer Relations team facilitates observer engagement in the negotiation process through policies and procedures for both observer submissions and observer participation in intersessional workshops.

#### **Action Empowerment unit**

The Action Empowerment unit supports the implementation of the gender work programme by organizing activities to raise awareness and knowledge of gender-responsive climate policies and actions. It also supports the implementation of the action empowerment agenda (ACE) including negotiations support.

#### **Gender team**

The Gender team supports the implementation of the gender work programme.

#### **ACE team**

The Action for Climate Empowerment (ACE) team supports the implementation of the action empowerment agenda.

### **Mechanisms Outreach subdivision**

The Mechanisms Outreach subdivision will provide support to the mechanisms' bodies and processes regarding communication and outreach. The subdivision will work on nurturing demand and understanding of the mechanisms, including through developing and operating tools and activities with the aim of increasing the voluntary cancellation of CERs and the increased recognition and use of the CDM as a tool for policy implementation.

#### **Mechanisms Outreach unit**

The Mechanisms Outreach unit provides support to the mechanisms' bodies and processes regarding communication and outreach. The unit works on nurturing demand and understanding of the mechanisms, including through developing and operating tools and activities with the aim of increasing the voluntary cancellation of CERs and recognition and use of the CDM as a tool for policy implementation.

#### **MO Comms. team**

The Mechanisms Outreach Communications team provides enhanced online media and web presence, develops and implements appropriate communication and outreach strategies and plans, and provides communication support to the mechanisms' bodies and processes. It conducts

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outreach and engagement through partnership with service providers using innovative tools and services to both increase climate awareness and encourage climate action, including through voluntary cancellation of CERs.

**MO Engagement team**

The Mechanisms Outreach Engagement team provides services and support to the continued operation and improvement of the voluntary cancellation platform (VC platform) and its promotion to suppliers to ensure a high and diversified supply of CERs on the VC platform. The team ensures cooperation with international business, sector organizations, and international organizations, developing tools and services, and providing information and analyses regarding how the mechanisms support policy implementation.

## Conference Affairs division

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

### **Coordination unit**

The Coordination unit supports the planning and coordination of conferences, workshops and events (meetings), in cooperation with host countries, UN security, UNHQ conference management and other divisions in the secretariat. It manages local staff for sessions, the Trust Fund for Participation, and facilitates visa arrangements. The unit also develops and implements sustainable conference management practices.

### **Meetings Management Team**

The Meetings Management team provides the logistics of conferences, workshops and events held in Bonn, including the space, equipment and support services required. It ensures the provision of optimal conference facilities and services, and develops and implements the secretariat's meeting service standards. The team also provides logistical expertise to hosting Parties and organizing divisions for secretariat meetings and workshops held outside Bonn.

### **Registration and Accreditation Team**

The Registration and Accreditation team manages the registration process and enters data received from participants; sorts and files registration information; and prepares, produces and classifies badges. The team provides delegates a single point of contact for support on various registration and participation-related issues during meetings.

### **Documents Management unit**

The Documents Management unit maintains document forecasts to ensure sufficient editing and translation capacity, edits and proofreads official documents, ensures timely submission of documents to the United Nations Office at Geneva for addition to the Official Document System of the United Nations, and to the secretariat library for posting as advance versions on the secretariat's website. The unit also tracks documents throughout the sessional cycle and maintains statistics on the volume and availability of documents processed. It provides guidance to drafters and support staff, including through workshops on document preparation and editorial policy.

## Executive division

The Executive division will ensure that the work of the secretariat is guided by Article 2 of the Convention and of the Paris Agreement and by the values and principles of the United Nations. The Executive division will provide strategic guidance to the work of the secretariat, ensuring the overall coherence and responsiveness of the organization's work in relation to its mandates.

### **Chief of Staff**

The Chief of Staff provides strategic direction and leadership to the units in the Executive division, through effective oversight and coordination of the support to the ES in response to the goals of the organization and mandates by Parties and the provision of advice on priority matters. The functions also include the management of the division's resources and day-to-day operations.

### **Executive Support and Engagement unit**

The Executive Engagement and Support unit provides support to both the Executive Secretary (ES) and the Deputy Executive Secretary (DES). The unit develops, coordinates and delivers substantive and operational support for internal and external engagements, including all outreach activities and the interactions with and support to the UN Secretary-General. It is responsible for cooperation with the Executive Office of the Secretary-General and its Climate Change Team; for support to the participation of the ES and DES in senior UN management decision-making bodies; and coordinates the high-level interactions of the ES and DES with UN entities and other intergovernmental organizations to increase coherence and exploit synergies. The unit drafts and processes executive correspondence; provides secretariat-wide advice related to correspondence and development of Standard Operating Procedures (SOPs); and tracks and processes missions of the secretariat and related documentation, including responses to organizers.

### **Liaison with UN HQ**

This Liaison with UN HQ function leads engagement with other intergovernmental agencies and coordinates secretariat activities with the Executive Office of the Secretary-General and other UN entities, including on system-wide strategic approaches to climate change issues and implementation of the SDGs.

## Organizational Development and Oversight (ODO)

The Organizational Development and Oversight subdivision will support organizational change and development activities; design and implement a system to monitor secretariat performance against strategic goals and objectives; and maintain and oversee a secretariat-wide control framework, including enterprise risk management and auditing.

### **Clustered PAT**

The Clustered PAT provides administrative services, support and guidance to the Executive division and the two cross-cutting divisions, in relation to human resources, budget and financial management, and procurement.

## Intergovernmental Support and Collective Progress division

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

### Intergovernmental Support subdivision

The Secretary of the Governing Bodies subdivision will support governing bodies (COP, CMP and CMA), subsidiary bodies (SBSTA and SBI), the Presidencies and the Bureau, including pre-session, in-session and post-session documentation, both procedural and substantive. The subdivision will also support the high-level segment of the COP, CMP and CMA.

#### **SBSTA Coord. and COP Support unit**

The SBSTA Coordination and COP Support unit supports the Subsidiary Body for Scientific and Technological Advice (SBSTA) and COP.

#### **SBI Coord. and CMP and CMA Support unit**

The SBI Coordination and CMP and CMA Support unit supports the SBI, CMP and CMA.

#### **External Relations unit**

The External Relations unit deals with all protocol-related matters, maintaining channels of communication and relationships with Parties and observer States, to facilitate their participation in meetings of the Convention process. During COPs, the unit provides protocol arrangements for the official opening of the conference and protocol arrangements and coordination of the high-level segment.

### Collective Progress subdivision

The Collective Progress subdivision will support the global stocktake, the review of the long-term global goal and collaboration with the IPCC. It also provides support to Research and Systematic Observation (RSO).

## Legal Affairs

The Legal Affairs division will provide independent legal and procedural services to support the sound delivery of all mandated activities under the Convention, the Kyoto Protocol and the Paris Agreement, including the Katowice outcomes of the PAWP; to ensure that the governing and subsidiary bodies function and operate in accordance with legal, procedural and institutional requirements; and to ensure that presiding officers, Bureau members, regional and negotiating groups, Parties, chairs, facilitators and secretariat teams receive timely and effective legal, procedural and, where relevant, substantive support and services in respect of all agenda items under negotiation. The division will protect the legal interests of the secretariat and the UNFCCC process (minimizing the legal liabilities of the secretariat) and ensure that the operations, management and administration of the secretariat are conducted in accordance with decisions of the COP, the CMP and the CMA and applicable UN regulations, rules and policy.

## Intergovernmental Negotiations subdivision

The Intergovernmental Negotiations subdivision will facilitate intergovernmental engagement by providing independent legal and procedural advice and services. It will provide legal, procedural and, when applicable, substantive advice to presiding officers of the governing and subsidiary bodies, including officers under presiding officers' authority, and to Bureau members with respect to the conduct of the negotiation process. The subdivision will also provide services to the Election Chair and provide accurate information and data in respect of the UNFCCC electoral process.

### **Support to COP, CMP, CMA, Elections and SBSTA unit**

The Support to COP, CMP, CMA, Elections and SBSTA unit provides independent, authoritative and timely legal advice and services, including systematic legal review of all textual proposals and procedures from these bodies and processes.

### **Support to the SBI and all Agenda Items unit**

The Support to the SBI and all Agenda Items unit provides independent, authoritative and timely legal advice and services, including systematic legal review of all textual proposals and procedures. The unit provides independent legal and procedural advice to the SBI and its officers, presidency representatives, chairs and facilitators with respect to agenda items under negotiation.

## Facilitation of Treaty Implementation and Constituted Bodies subdivision

The Facilitation of Treaty Implementation and Constituted Bodies subdivision will enable the Compliance Committee under the Kyoto Protocol and the Compliance and Implementation Committee under the Paris Agreement and other constituted bodies to fulfil their mandates and will facilitate engagement in the UNFCCC process through the provision of legal advice and capacity-building. It will provide legal and procedural 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 substantive, technical and logistical services to support the operations of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement. The unit will also provide innovative tools for promoting treaty implementation and legal capacity-building to further UNFCCC engagement with Parties and non-Party stakeholders and across the wider United Nations system to enhance UNFCCC action towards achieving its objectives.

### **Support to Compliance and Constituted Bodies unit**

The Support to Compliance and Constituted Bodies unit provides legal and procedural advice to all constituted bodies and institutional arrangements under the Convention, the Kyoto Protocol and the Paris Agreement, including through servicing meetings of the two branches and the plenary of the Compliance Committee under the Kyoto Protocol and the Committee under Article 15 of the Paris Agreement.

### **Support to Mechanisms & Legal Capacity-building unit**

The Support to Mechanisms & Legal Capacity-building unit provides legal and procedural advice on the implementation of the cooperative implementation instruments under the Kyoto Protocol, including the provision of substantive, legal and procedural advice and support to relevant constituted bodies and their mechanisms or instruments, including the Kyoto Protocol bodies on cooperative implementation (CDM EB; and JISC as needed and applicable). It will provide support to

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relevant bodies to be established pursuant to Article 6 of the Paris Agreement. This includes legal drafting of procedures, operational rules and agreements with infrastructure service providers on an as needed basis, as well as handling legal risk issues with stakeholders. The unit also provides legal advice on questions relating to ratification and implementation of the Convention, the Kyoto Protocol and its amendments, and the Paris Agreement, as well as to implementation of the related MPGs and other decisions. It also provides assistance to Parties, upon request, to develop legal capacity-building and legal training/education products and tools.

### **Institutional and General Legal subdivision**

The Institutional and General Legal subdivision will support the effective management and administration of the secretariat by protecting its legal interest, minimizing its liability and maximizing its operational efficiency. It will provide comprehensive advice on institutional and personnel matters, administrative and financial rules, policies and procedures, and privileges and immunities. The subdivision will also provide comprehensive advice on and negotiation of a variety of legal agreements to be entered into by the secretariat, and comprehensive advice on legal aspects of public–private partnerships and fundraising activities.

#### **Legal Agreements unit**

The Legal Agreements unit drafts, reviews, and provides comments and advice in the preparation, negotiation and finalization of all legal agreements and instruments concluded by the secretariat.

#### **Institutional Matters team**

The Institutional Matters team provides advice to all divisions on legal issues and questions arising from their institutional arrangements and activities. It provides advice and reviews policies and administrative guidelines; supports and provides advice on the implementation of the secretariat's Headquarters' Agreement; addresses administrative law issues; and safeguards privileges and immunities of staff, the secretariat and members of constituted bodies working in their personal capacity. It provides advice, consistent with applicable regulations, rules and policy, to internal committees, working groups and task forces on any legal question arising from their activities and operations.

## Mitigation division

The Mitigation division will support Parties to facilitate, catalyse and cooperate in the implementation of ambitious climate action in line with global efforts to limit temperature increase. Parties will be supported in developing, communicating and effectively implementing ambitious Nationally Determined Contributions (NDCs) in a manner that facilitates clarity, transparency, understanding and accounting, including through the use of collaborative approaches, mechanisms, framework engagements and economic instruments that broaden mitigation action and drive sustainable development.

### **Coordination unit**

The Coordination unit provides effective support on matters relating to resource utilization and mobilization, business development and portfolio management. It also ensures coherence across the subdivisions with regard to strategic partnerships and acts as an interface for the mitigation division with other divisions to promote collaboration and ensure the delivery of services to this division.

### **Constituted Bodies and Data Services subdivision**

The Constituted Bodies and Data Services subdivision will provide effective support on matters relating to the proper governance of the constituted bodies of the mechanisms, ensuring well-coordinated services to the bodies and their supporting panels. In addition to supporting the meetings of the constituted bodies, the subdivision will provide procedure development and data and quality assurance services related to mitigation commitments, contributions and cooperative achievement under all legal instruments. The subdivision will provide support to the negotiation process, as related to constituted bodies, to the Intergovernmental Support and Collective Progress subdivision.

### **Constituted Bodies Support unit**

The Constituted Bodies Support unit manages governance matters and processes that provide for the effective and transparent operation of all bodies (CDM, JI, KCI, Art 6.4 supervisory body) and their panels and working groups, including the efficient organization, documentation and conduct of these bodies' meetings.

### **Data Services unit**

The Data Services unit manages, maintains, upgrades and develops data portals, information hubs, registries, tools and systems and provides data and analytics services, including analysis of internal and external data related to mitigation commitments, contributions and cooperative achievement under all legal instruments.

### **Quality Assurance unit**

The Quality Assurance unit develops and implements the quality assurance procedures and process for the Mitigation division, with a focus on the constituted bodies of the mechanisms, through analyses and improvements to the regulatory documents and processes to ensure quality objectives are met consistently in products, processes and services.

### **Regulations Development unit**



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The Regulations Development unit supports the constituted bodies and their supporting panels through the development of regulatory procedures, guidelines and policies relevant to mitigation commitments and actions.

#### **ITL unit**

The ITL unit provides the substantive support to the International Transaction Log (ITL), including on intergovernmental negotiations and advising the Director on overall resource deployments and developments required for maintenance of the ITL. The unit liaises with the ICT-ITL team as appropriate to ensure adequacy of ITL services to the process.

### **Intergovernmental and Stakeholder Interaction subdivision**

The Intergovernmental and Stakeholder Interaction subdivision will provide effective support on matters relating to substantive and technical support to the intergovernmental negotiating bodies (COP, CMP, CMA and SBs), non-Party stakeholders, oversight of internal deliverables, senior representation on issues, and external and regional engagement and support.

#### **Intergovernmental Negotiations unit**

The Intergovernmental Negotiations unit coordinates the development of strategies to strengthen the role of mechanisms, ensures responsiveness to the changing environment and needs of stakeholders and pro-actively responds to policy developments related to these mechanisms. The unit is responsible for coordinating input related to the negotiation processes from the other Mitigation units and providing support to the negotiation process on mitigation-related issues.

#### **Regional Support and Stakeholder Interaction unit**

The Regional Support and Stakeholder Interaction unit establishes, manages and strengthens relationships and partnerships with external stakeholders, including key regional stakeholders and partners, to strengthen the use of the mechanisms and their integration in national climate policy. The unit is responsible for the management of the regional collaboration centres (RCC partnerships), including RCC administration, strategic and technical development, workplan development, communications, and stakeholder engagement. The unit also ensures coordination of regional support to other programmes, as appropriate.

### **Implementation Support subdivision**

The Implementation Support subdivision will provide effective support on matters relating to mitigation implementation, including but not limited to substantive and technical input and advice to constituted and regulatory bodies, technical advice and support to Parties on the preparation, communication and accounting of NDCs, including tracking of the progress of implementation and achievement of NDCs, and support to the work programme of the forum on response measures, work programme of the ministerial dialogue on just transition, and work programme of KCI established under PAWP.

#### **NDC, LT-LEDS and Sectorial Support unit**

The NDC, LT-LEDS and Sectorial Support unit provides technical advice and support to Parties on: the preparation, communication and accounting of NDCs; the preparation and submission of long-term low greenhouse gas emission development strategies (LT-LEDS); the compilation and synthesis report on Article 3.14 of the Kyoto Protocol and support on sectoral mitigation issues. The unit

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ensures that developments in high-impact sectors are monitored and utilized to inform relevant workstreams, in particular through means such as the TEMs.

### **Impact Assessment unit**

The Impact Assessment unit supports the work programme of the forum on response measures, work programme of the ministerial dialogue on just transition, and work programme of KCI established under PAWP, providing substantive and technical input and advice to constituted and regulatory bodies and support to the negotiation process to the Intergovernmental and Stakeholder Interaction subdivision.

### **Regulatory Framework Implementation subdivision**

The Regulatory Framework Implementation subdivision will provide effective support on matters relating to the development of regulatory guidelines, standards and policies relevant to mitigation actions and the technical assessments of projects and programme of activities submissions and entity competence. The unit provides substantive and technical input and advice to the constituted and regulatory bodies, and provides support to the negotiation process to the Intergovernmental and Stakeholder Interaction subdivision.

### **Coop. Approaches Methodology Dev. unit**

The Cooperative Approaches Methodology Development unit develops and manages regulatory standards and policies relevant to cooperative approaches and assists in the development of incentive mechanisms. This includes the provision of technical advice regarding the setting of standards and policies.

### **CDM and JI Methodology Dev. unit (Energy)**

The CDM and JI Methodology Development (Energy) unit develops and manages regulatory standards and policies relevant to CDM and JI mitigation actions and assists in the development of incentive mechanisms. This includes: the provision of technical advice regarding the setting of standards and policies, including standardized baselines, methodologies and methodological tools to the regulatory bodies of the mechanisms (CDM and JI and the assessment of regulations and/or policy related submissions to the regulatory bodies of the mechanisms (submission of new methodologies, requests for revision of methodologies, standards, policy guidelines, requests for clarification, etc.).

### **CDM and JI Methodology Dev. unit (non-Energy)**

The CDM and JI Methodology Development (non-Energy) unit provides development and quality management of regulatory standards and policies relevant to CDM and JI mitigation actions and assists in the development of incentive mechanisms. This includes: the provision of technical advice regarding the setting of standards and policies, including standardized baselines, methodologies and methodological tools to the regulatory bodies of the mechanisms (CDM and JI and the assessment of regulations and/or policy related submissions to the regulatory bodies of the mechanisms (submission of new methodologies, requests for revision of methodologies, standards, policies, guidelines, procedures, requests for clarification, etc.).

### **CDM and JI Assessment unit**

The CDM and JI Assessment unit conducts technical assessments of project-related submissions for both registration and issuance (completeness checks, information and reporting checks, summary

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notes, review cases, deviations, permanent registration changes, etc.) and technical assessments of DOE and AIE competence, including compliance against the accreditation standard (desk review, initial accreditation and re-accreditation, regular surveillance, spot checks, performance assessments, etc.).

**Cooperative Approaches Assessment unit**

The Cooperative Approaches Assessment unit conducts technical assessments of project-related submissions and technical assessments of entity competence and provides supporting advice on policy guidance, as appropriate.

## Means of Implementation division

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 the capacity-building arrangements and processes.

### Capacity-building subdivision

The Capacity-building subdivision will work to enhance implementation of the Convention and the Paris Agreement. The subdivision will support intergovernmental work and negotiations on matters related to capacity-building under the Convention, the Kyoto Protocol and the Paris Agreement. This includes any tasks or mandates emanating from COP 25 pertaining to enhanced institutional arrangements for capacity-building under the Convention and the adoption of the initial institutional arrangements for capacity-building to implement Article 11 of the Paris Agreement.

### Climate Finance subdivision

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

#### **Policy and Analysis unit**

The Climate Finance Policy and Analysis unit is responsible for systematic examination of international and national climate finance policies, flows, and needs relating to the implementation of the Convention and the Paris Agreement. The unit presents evidence to support the COP and CMA's decisions on climate finance goals, ambition, and action. The unit develops and uses a wide range of data and analysis presented through mandated reports, such as the biennial assessment and overview of climate finance flows, the report on the determination of needs of developing countries relating to the Convention and the Paris Agreement, reviews of the financial mechanism, and compilations and synthesis of information on climate finance matters from national reports and Parties' communications.

#### **Implementation unit**

The Implementation unit enables enhanced implementation of climate finance related mandates through coordination of work within and outside of secretariat processes. The unit supports the organization and implementation of the work programme of the Standing Committee on Finance, the organization of the SCF Forums, the development and provision of guidance to the operating entities, and developing country Parties in translating their needs and priorities into actions. The unit serves as the secretariat's focal point with the GCF, GEF and Adaptation Fund and collaborates with internal teams and external stakeholders to explore ways and means to assist developing countries in mobilizing resources to implement climate mitigation and adaptation actions.

## Technology subdivision

The Technology subdivision will support intergovernmental work and negotiations on matters related to technology development and transfer and related activities to support developing countries to accelerate their enhanced action on mitigation and adaptation. The subdivision will also facilitate the effective implementation of mandated actions by the Technology Mechanism which assists developing countries to implement their technology actions to achieve the full implementation of the Convention and the Paris Agreement.

### **Support and Implementation unit**

The Support and Implementation unit supports the intergovernmental process on the implementation of the Convention and the Paris Agreement on technology-related matters, including the Poznan strategic programme on technology transfer, linkages between the Technology Mechanism and the Financial Mechanism, the periodic assessment of the Technology Mechanism and the review of the CTCN. The unit supports the work of the TEC on matters related to the provision of technology support and implementation in close collaboration with GCF, GEF, and other relevant organizations and constituted bodies. The unit also collaborates with UNEP, DTU and CTCN in providing technical support to developing countries for prioritizing and implementing their technology needs and monitoring the implementation of Technology Action Plans.

### **Policy and Strategy unit**

The Policy and Strategy unit provides inter-governmental support to negotiations on technology development and transfer and process and organizational support to enable the Technology Executive Committee to fulfil its mandates as guided by the Convention and Paris Agreement. It also provides technical support and strategic advice to TEC work in various thematic areas of the workplan to ensure effective implementation of the technology framework of the Paris Agreement and mobilizes support from relevant international organizations, observer organizations as well as other relevant constituted bodies to ensure the effective implementation of the TEC work plan.

## Transparency division

The Transparency division will support the intergovernmental process related to the MRV (measurement, reporting and verification) system under the Convention and the Kyoto Protocol, and the ETF (enhanced transparency framework) under the Paris Agreement, including by providing technical assistance to developing countries and training to experts engaged in the reporting, review and analysis processes. It supports work on relevant methodological issues, including in relation to GHG inventories, REDD-plus, agriculture and Koronivia, LULUCF, IPCC guidelines and common metrics. It also maintains a transparency data hub, which includes data and information management and analysis.

### **ETF Coordination unit**

The ETF Coordination unit coordinates work on the development and implementation of the new enhanced transparency framework (ETF) under the Paris Agreement; manages the institutional and procedural arrangements for transitioning from the current MRV under the Convention and Kyoto Protocol to the new ETF under Paris Agreement, including the development and setup of procedures and supporting the establishment of new systems and tools; and coordinates secretariat support to negotiations on ETF.

### **MRV and ETF Reporting and Review subdivision**

The MRV and ETF Reporting and Review subdivision will provide managerial oversight of internal deliverables; senior representation; external engagement; overall coordination of the current MRV system (reporting and review) for both developed and developing countries, including IAR, ICA, GHG inventories and REDD+ activities; coordination of the work on agriculture, including Koronivia and LULUCF; and overall coordination of negotiations on MRV, ETF, GHG inventories, REDD+, agriculture and LULUCF. Additionally, it will facilitate the implementation of the ETF, including biennial transparency reports, tracking progress on NDC achievement and supporting GHG inventories under the Paris Agreement.

### **BR and NC unit**

The Biennial Reports (BRs) and National Communications (NCs) reporting and review and MA unit coordinates the current MRV system (reporting and review) for developed countries, including NCs, BRs and the IAR process (Multilateral Assessment); coordinates negotiations on MRV and ETF; organizes and supports BR and NC Lead Reviewers meetings; prepares compilation and synthesis reports; and supports the implementation of the ETF system (reporting and review), including biennial transparency reports and tracking progress on NDC achievement under Paris Agreement.

### **BUR unit**

The Biennial Update Report (BUR) reporting and analysis and FSV unit coordinates the current MRV system (reporting and analysis) for developing countries, including BURs and the ICA process (Facilitative Sharing of Views); coordinates negotiations on MRV and ETF; prepares synthesis and compilation reports and other analytical papers; and supports the implementation of the ETF system (reporting and review), including biennial transparency reports and tracking progress on NDC achievement under Paris Agreement.

### **Inventory unit**

The GHG Inventories Reporting and Review unit coordinates the current GHG inventory process (reporting and review) for developed countries, under the Convention and the Kyoto Protocol; coordinates negotiations on MRV and ETF; organizes and supports GHG inventory Lead Reviewers meetings; prepares analytical papers and provides other inputs to the Compliance Committee meetings; and supports the implementation of the ETF system (reporting and review), including GHG inventories and tracking progress on NDC achievement under Paris Agreement.

### **AFOLU unit**

The REDD+, Agriculture and LULUCF (Land use, Land-use Change and Forestry) unit (AFOLU) supports the methodological work on agriculture, LULUCF and REDD+; supports the Koronivia work on agriculture, including workshops; coordinates the technical assessment of REDD-plus forest reference levels, including preparation of substantive and technical inputs; supports the technical analysis process for the technical annex of BURs on the REDD+ matters; and coordinates negotiations on agriculture, LULUCF and REDD+.

### **Info Hub, Data, Systems & Tools subdivision**

The Information Hub, Data, Systems and Tools subdivision will provide managerial oversight of internal deliverables, senior representation, external engagement, and coordination of the submission and receipt process for official documents from developing and developed countries under the MRV system and the new ETF system. It will provide overall coordination of all IT-related activities for the entire division, including the maintenance and enhancement of all existing systems and tools, and the development of the new ETF. It will act as the information hub for transparency information collection and analysis across the secretariat, including providing policy briefs. It will provide overall coordination of negotiations on data issues and support negotiations on MRV and ETF.

### **Information unit**

The Information Hub, Data and Information Management unit manages the submission and receipt process for official documents from developing and developed countries under the MRV system and the new ETF; prepares the annual GHG data report, compilation and accounting report, annual reports to SBSTA on GHG review activities, and other data reports; manages the DataWarehouse and CRF Reporter; acts as the information hub for transparency information collection and analysis across the secretariat, including providing policy briefs; coordinates negotiations on data issues; supports negotiations on MRV and ETF; and develops and manages the new Transparency Data and Information Hub.

### **Systems unit**

The Systems unit manages IT-related activities of all existing MDA systems (applications and portals) and tools, including maintenance, upgrades, enhancement and development. This includes coordinating negotiations on systems and tools and supporting negotiations on MRV and ETF, and developing new ICT tools mandated for ETF.

### **MRV and ETF Support subdivision**

The MRV and ETF Support subdivision will provide managerial oversight of internal deliverables; senior representation; external engagement; assistance to developing countries on MRV and ETF

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issues and it will coordinate the provision of technical support. The subdivision will provide overall coordination of the development and delivery of all training and certification programmes; coordination of the implementation of CGE workplan and activities; and the coordination of the negotiations related to CGE, including developing countries' MRV- and ETF-related issues and training. It will support the preparation and reporting of NDCs, NAMAs, LT-LEDS and response measures in the context of ETF. Additionally, it will coordinate the peer-review activities of GHG inventories in developing countries for establishing sustainable GHG inventory management systems.

#### **Training unit**

The Training and Certification unit leads the development and delivery of all reviewer training and certification programmes, including training programmes for experts participating in reviews under the new ETF. The unit also maintains, enhances and implements the training programmes for NC and BRs GHG inventories review experts, manages the interaction with experts through the Roster of Experts, and coordinates negotiations on training and certification.

#### **CGE and ETF Support unit**

The CGE and ETF Support unit organizes CGE meetings, prepares technical documents, provides technical inputs, develops technical guidance tools and oversees the implementation of CGE workplan. It provides technical support and assistance to developing countries on MRV issues and for facilitating the understanding and implementation of ETF and NDCs, including conducting MRV and transparency needs assessments, trainings and pilot projects. The unit coordinates negotiations on CGE-related aspects, and MRV and ETF aspects related to developing countries, and supports the preparation and reporting of NDCs, NAMAs, LT-LEDS and response measures in the context of ETF.

#### **GHG Support unit**

The GHG inventory Support unit coordinates and organizes peer-review activities of GHG inventories in developing countries, assisting them to establish sustainable GHG inventory management systems. The unit improves the quality of reports and the frequency of reporting of GHG inventories by providing support on institutional arrangements and on-site training; promotes quality assurance of national GHG inventories through the sharing of data and analysis of the accuracy of the emission estimates; and supports the enrolment of national experts to e-learning and certification courses on 2006 IPCC Guidelines for national GHG inventories.



## Operations Coordination

Operations Coordination will ensure the strategic focus, effective coordination and operational improvement of the Operations department by collaborating with Programmes Coordination and Executive in taking and reviewing decisions on the strategic direction and priorities of the secretariat and the corresponding allocation of resources. It will ensure that all divisions of the department contribute to the secretariat's aspiration to remain a strategically agile and effective organization, fostering the organization-wide culture and values of innovation, agility and flexibility for the achievement of its goals and mandates. Operations Coordination will take a coherent, secretariat-wide approach to resource mobilization and partnerships through coordination, policy support, processes, capacity-building and development of the required intelligence, tools, resources and services.

### **Clustered PAT**

The Clustered PAT provides administrative services, support and guidance to the Operations department, in relation to human resources, budget and financial management, and procurement.

### **Records management team**

The Records Management (RM) team captures and manages information to ensure that the business of the organization is properly documented and that the resulting records are managed effectively and efficiently and remain accessible as long as required. The unit is in charge of the information management tools that allow us to manage our records from creation right through to disposal; by using them, records can be organized, retrieved quickly, disposed of when no longer needed and preserved for historical values.

## Resource Mobilization and partnerships subdivision

The Resource Mobilization and Partnership (RMP) subdivision will lead the strategic coordination of resource mobilization and partnership activities for the secretariat. It will engage both Parties and non-Party stakeholders in developing mutually beneficial, innovative and impactful relationships to mobilize resources and to support the achievement of the secretariat's mandates and priorities. RMP will also work towards enhancing communication of the secretariat's brand, products and services and promoting wide awareness of secretariat's priority areas of work and resource requirements in coordination with the Communications and Engagement division.

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## Programmes Coordination

Programmes Coordination will provide strategic direction and oversight to the work of the Programmes department, comprised of the four programme divisions (Adaptation, Means of Implementation, Mitigation 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 processes and constituted bodies. As a result, Parties will receive coherent support for implementing mitigation and adaptation action enabled by the provision and mobilization of means of implementation, while ensuring transparency of action and support.

### **Clustered PAT**

The Clustered PAT provides administrative services, support and guidance to the Programmes department, in relation to human resources, budget and financial management, and procurement.