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## **Subsidiary Body for Implementation**

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Item 18(b) of the provisional agenda

**Administrative, financial and institutional matters**

**Programme budget for the biennium 2014–2015**

## **Proposed programme budget for the biennium 2014–2015**

**Note by the Executive Secretary\***

**Addendum**

**Work programme for the secretariat for the biennium 2014–2015**

### *Summary*

This document summarizes the work programme for the secretariat for the biennium 2014–2015 and outlines the amount of core budget and supplementary resources required to implement its mandates and achieve its expected results. It should be considered in conjunction with document FCCC/SBI/2013/6, which contains the proposed programme budget for the biennium 2014–2015, document FCCC/SBI/2013/6/Add.2, which lists the activities to be funded from supplementary sources, and document FCCC/SBI/2013/6/Add.3, which provides the budget for the international transaction log.

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\* This document was submitted after the due date owing to the need for internal consultations.

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## I. Introduction

1. This document summarizes the work programme of the secretariat for the biennium 2014–2015 and outlines the amount of core budget and supplementary resources required to implement the mandates given to it by Parties and to achieve the expected results. Table 51 contained in annex I to this document highlights the total funding requirements by programme to carry out the activities of the secretariat for the biennium 2014–2015, including: the core budget; fee-based income for the clean development mechanism (CDM) and joint implementation (JI); and other trust funds.<sup>1</sup> It also provides details of the projected income by source.

2. This work programme is based on the assumption that the core budget is approved as proposed, including the resource requirements presented under tiers 1 and 2.<sup>2</sup> It should be noted that some of the mandated activities can be fully implemented only if the associated supplementary resources are available.

3. In keeping with efforts to ensure a fully results-oriented process that is in line with best practices in the United Nations system, a results-based approach was adopted for the work of the secretariat. By articulating clear objectives, expected results and performance indicators of activities before they are implemented, the aim of this document is to emphasize what the secretariat intends to accomplish from its work programme rather than to list simply what activities are planned.

4. The expected results referred to in this document are the direct consequence or effect of the generation of mandated outputs to be delivered within the biennium. External factors, for example the availability of sufficient and stable funding, may affect the secretariat's ability to generate outputs and services.

5. Performance indicators measure the extent to which expected results have been achieved as a result of the secretariat's intervention. The identified indicators, together with any related baseline and target data, are intended to enhance transparency and good governance, while keeping the cost of data collection and processing to a minimum. Baselines and targets are presented for the first time in the secretariat's biennial work programme. Once experience has been gained in their use, the secretariat will present more complete sets of baselines and targets in future work programmes.

6. Legislative mandates referred to in this document are the provisions under the Convention and its Kyoto Protocol and the decisions of the Conference of the Parties (COP) and the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP), which constitute the legal basis for the activities carried out in a particular programme. Conclusions of the subsidiary bodies and mandates provided by constituted bodies are generally not referred to, with a few exceptions.

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<sup>1</sup> Other trust funds include the Trust Fund for Supplementary Activities, the Trust Fund for the Special Annual Contribution from the Government of Germany, the Trust Fund for the International Transaction Log and the Trust Fund for Participation in the UNFCCC Process. Activity and resource requirements related to the Trust Fund for Supplementary Activities and the Trust Fund for the International Transaction Log are presented in detail in documents FCCC/SBI/2013/6/Add.2 and Add.3, respectively. Planned activities and budgetary needs relating to the work of the CDM Executive Board and the Joint Implementation Supervisory Committee will be laid out in the CDM and JI management plans, respectively. The plans are regularly updated and are available at <<http://cdm.unfccc.int/EB/index.html>> and <<http://ji.unfccc.int/Ref/Docs.html>>.

<sup>2</sup> Refer to paragraph 24 of document FCCC/SBI/2013/6 for definitions of tiers 1 and 2.

## II. Programmes

### A. Executive Direction and Management

7. The overall purpose of the Executive Direction and Management (EDM) programme is to lead the secretariat in its response to the needs of the Convention and Kyoto Protocol bodies, while ensuring the overall effectiveness and coherence of the work of the secretariat. The Executive Secretary provides strategic direction for the secretariat and represents the organization externally. EDM directly supports the COP President, the COP Bureau and the Ad Hoc Working Group on the Durban Platform for Enhanced Action (ADP) and coordinates the secretariat's support for related activities. The Executive Secretary consults closely with Parties, coordinates cooperation with other organizations, in particular within the United Nations system, and reaches out to stakeholders worldwide to encourage their support for the objectives and implementation of the Convention.

8. The basic mandates of this programme are contained in Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (on the functions of the secretariat), as well as in Article 7 of the Convention (on the COP) and Article 13 of the Kyoto Protocol (on the CMP). Additional mandates are contained in the decisions and conclusions of the Convention and Kyoto Protocol bodies, including the decisions and conclusions on arrangements for intergovernmental meetings.

9. Following a comprehensive assessment of the outcomes of COP 17 and CMP 7, EDM focused in 2012 on optimizing the deployment of resources to enable the swift implementation of the outcomes of the United Nations Climate Change Conference held in Durban, South Africa, in 2011 and to ensure the success of COP 18 and CMP 8, in particular in relation to the key objectives, such as the launch of a new commitment period under the Kyoto Protocol, consensus on the development of a universal climate agreement by 2015 and a path to raise the necessary ambition to respond to climate change. In the follow-up of the outcomes achieved at COP 18 and CMP 8, EDM, through its high-level Implementation Coordination Committee (ICC), recently launched a process to ensure optimal secretariat support to Parties in their objective to reach consensus on a comprehensive climate agreement by 2015.

10. Another focus of EDM in 2012 and early 2013 was the consolidation of a number of important climate change initiatives into a strategic framework through which the secretariat aims to continuously improve its operations and become a top-performing organization. This framework is organized around the following three pillars: "People", "Processes" and "Impact". The "People" and "Processes" pillars notably include concrete measures and targets for the mid and long term to enhance the effectiveness and efficiency of the secretariat's operations. Under the "Impact" pillar, EDM has initiated a cross-programme effort to explore systematically how to enhance the contribution of the secretariat's activities to efforts to achieve the ultimate objective of the Convention, including through realizing the full potential of newly established institutions and mechanisms and further negotiations, as well as activities such as the Momentum for Change initiative<sup>3</sup> and other outreach activities.

11. The main challenge in the biennium 2014–2015 will be to effectively coordinate secretariat support to achieve the following three main goals which the Executive Secretary has set for the secretariat:

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<sup>3</sup> <[http://unfccc.int/secretariat/momentum\\_for\\_change/items/6214.php](http://unfccc.int/secretariat/momentum_for_change/items/6214.php)>.

(a) Supporting Parties in the continuing evolution and strengthening of the multilateral climate change regime so that the UNFCCC process is ‘fit for purpose’ and able to meet the challenge of responding to climate change, including the development of a new legal and universal agreement by 2015, and enhancing action on mitigation and adaptation and the related support;

(b) Delivering on the ambitious implementation agenda set by Parties under the Convention and its Kyoto Protocol by ensuring the provision of support to the intergovernmental process and the constituted bodies and to the transparency-related processes, including the measurement, reporting and verification regime;

(c) Advancing the secretariat towards the goal of being a top-performing organization with the highest standards for the most efficient and effective service delivery.

12. EDM will ensure that the secretariat continues to be in a position to respond flexibly and proactively to mandates given by Parties in the context of increasing demands and limited resources. It will do so by monitoring and continuing the secretariat’s efforts to increase efficiency and ensure the optimal allocation of limited resources in response to Parties’ priorities.

13. The objectives, expected results,<sup>4</sup> performance indicators and relevant strategies for the EDM programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 1 illustrates the organization of the programme.

Figure 1

**Organization of the Executive Direction and Management programme**

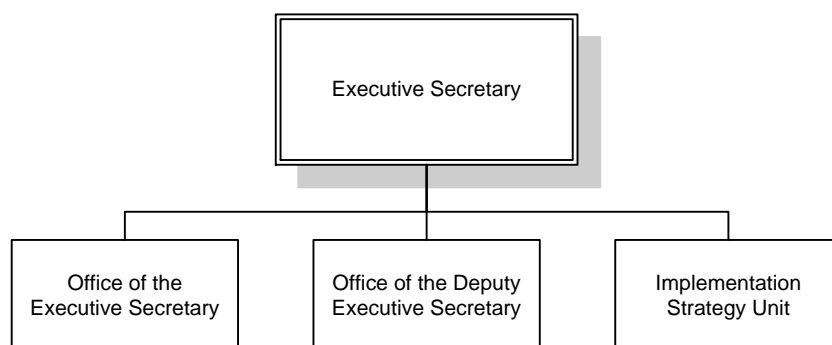


Table 1

**Objective 1 of the Executive Direction and Management programme: to continue to enhance the secretariat’s responsiveness to the needs of the Convention and Kyoto Protocol bodies and to enhance the coherence of its work in order to facilitate the efficient and effective implementation of the Convention**

<i>Expected results</i>	<i>Performance indicators</i>
The secretariat’s response to the priorities of, and requests by, Parties is coherent and well coordinated. It effectively supports emerging issues	<ul style="list-style-type: none"> <li>The proportion of mandated outputs delivered and delivered on time. Actual results for the period January 2010–June 2011: 98% output delivery and 89% delivered on time. Delays mostly related to the late submission of required input from sources outside of the secretariat.<sup>a</sup> Target: to reduce the number of cases where delays were mainly caused by factors under the control</li> </ul>

<sup>4</sup> Unless otherwise stated, expected results relate both to work under the Convention and to work under its Kyoto Protocol.

<i>Expected results</i>	<i>Performance indicators</i>
	<p>of the secretariat</p> <ul style="list-style-type: none"> <li>The level of satisfaction of Parties with the work of the secretariat. Actual results for 2010:<sup>b</sup> 75% of all respondents agreed or strongly agreed with the statement that their level of satisfaction with the work of the secretariat was consistently high. Target: to increase the level of satisfaction</li> </ul>

<sup>a</sup> FCCC/SBI/2011/16, page 33.

<sup>b</sup> A survey on the level of satisfaction of Parties with the work of the secretariat was conducted in 2010.

14. Decisions taken at the sessions of the COP and the CMP at the United Nations Climate Change Conferences held in Cancun, Mexico, in 2010, in Durban, South Africa, in 2011 and in Doha, Qatar, in 2012 have substantially strengthened the implementation of the Convention through an enhanced system of institutions, processes and delivery mechanisms to support action by Parties. The secretariat has employed an array of strategies aimed at maximizing the efficiency and effectiveness of mechanisms to develop and support this implementation architecture. These strategies have included structural improvements within the secretariat, innovations in business practices, strengthening the skills base of the organization, and close monitoring and coordination by the senior Management Team to achieve optimal resource allocation and improve overall coherence. The ICC, led by the Director for Implementation Strategy, plays an integral role in maintaining strategic direction, coherence and oversight of the secretariat's implementation efforts. This strategic approach to implementation will continue to be strengthened in future years.

15. The biennium 2014–2015 will see a consolidation of the secretariat's internal arrangements for the support of the intergovernmental process under the Durban Platform for Enhanced Action. This will involve shifting to the core budget the funding of four Implementation Strategy Unit (ISU) staff posts which, until now, have been funded via the Trust Fund for Supplementary Activities, and the upgrading of one post.<sup>5</sup> Given the importance of reaching an agreement under the Convention by 2015 and ensuring its implementation from 2020, it is essential to ensure that adequate support is provided to the ADP process in the biennium 2014–2015. The ISU team will lead and coordinate resources and expertise across the secretariat to ensure that high-quality support is provided to the ADP process in: developing a protocol, another legal instrument or an agreed outcome with legal force under the Convention applicable to all Parties for adoption at COP 21; enhancing the level of ambition needed prior to 2020 to meet the goal of maintaining the global average temperature increase below 2 °C; and supporting the ICC.

16. A total of EUR 2.1 million from the core budget and EUR 0.8 million from other funding sources will be required in order to achieve the results under this objective.

Table 2

**Objective 2 of the Executive Direction and Management programme: to ensure optimal secretariat support for the Conference of the Parties and the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol, thus enabling progress to be made in the intergovernmental process**

<i>Expected results</i>	<i>Performance indicators</i>
Climate change intergovernmental meetings are well organized in all aspects, including the logistical, procedural and substantive support	<ul style="list-style-type: none"> <li>The level of satisfaction of Parties with the secretariat's support of negotiation sessions. Actual results for 2010: 61% of respondents either agreed or strongly agreed with the following</li> </ul>

<sup>5</sup> See document FCCC/SBI/2013/6, paragraphs 30, 31, 35 and 36(d).

<i>Expected results</i>	<i>Performance indicators</i>
provided to Parties. The Presidents of the Conference of the Parties (COP) and the COP Bureau are well informed and able to carry out their functions effectively	<p>statement: “logistical arrangements provided by the secretariat during mandated conferences and similar events met our requirements.” Altogether, 89% of respondents either agreed or strongly agreed with the following statement: “substantive input and procedural advice provided by the secretariat for mandated conferences, meetings and events met our requirements.” Target: to increase the level of satisfaction</p> <ul style="list-style-type: none"> <li>• The level of satisfaction of the COP President and the COP Bureau with the secretariat’s support</li> </ul>

17. The annual sessions of the COP and the CMP are the main forums for taking decisions and advancing the process of responding to climate change. These sessions provide an opportunity for high-level engagement with ministers and other heads of delegations, which in turn provide political impetus to the intergovernmental process. In planning for these sessions, the COP/CMP team within EDM coordinates closely with the President and her/his team and members of the Bureau, as well as with programmes across the secretariat in order to achieve a well-coordinated, efficient and focused set of actions aimed at defining strategies for the sessions, while ensuring that all substantive, procedural and process requirements are met.

18. Strategies for future sessions of the COP and the CMP and the engagement with the COP President and Parties will be developed as a guiding framework for action over the course of the biennium 2014–2015. These strategies will include an assessment of the delivery of mandates which contribute to outcomes that enable the strengthened implementation of the Convention and its Kyoto Protocol, as well as a targeted project to implement decision 23/CP.18 on promoting gender balance and improving the participation of women in UNFCCC negotiations and in the representation of Parties in bodies established pursuant to the Convention or the Kyoto Protocol.

19. A total of EUR 1.1 million from the core budget will be required in order to achieve the results under this objective.

Table 3

**Objective 3 of the Executive Direction and Management programme: to ensure effective communication and outreach regarding the intergovernmental process and close liaison with Parties, intergovernmental organizations and other stakeholders, which will enhance the contribution of all stakeholders to the implementation of the Convention**

<i>Expected results</i>	<i>Performance indicators</i>
Information on the UNFCCC process is effectively communicated by the secretariat	<ul style="list-style-type: none"> <li>• The level of satisfaction of Parties with the information provided. Actual results for 2010: 81% of the respondents either agreed or strongly agreed with the following statement: “the secretariat’s overall communication with us was appropriate and effective.” Target: to increase the level of satisfaction</li> </ul>
Support provided by the United Nations, intergovernmental agencies and other stakeholders to Parties in the implementation of the Convention is enhanced, including through the development of new and innovative partnerships	<ul style="list-style-type: none"> <li>• The number of partnerships formalized with a memorandum of understanding</li> </ul>

20. Three independent, albeit interconnected, strategies on strategic communication, engagement with international organizations and engagement with other stakeholders are being developed under the guidance of EDM, thereby providing a framework for action over the course of the biennium 2014–2015. These strategies will include an analysis of the current state of engagement and strategic communication and the key actors involved, as well as the identification of targeted activities with deadlines and the resources/products required to achieve them. As a first step, a task force has been established to develop a strategy to engage with private-sector entities in an effective and coordinated manner. Additionally, the secretariat is closely following the ongoing United Nations post-2015 development agenda process to ensure that climate change is adequately addressed and that discussions are aligned with the UNFCCC process.<sup>6</sup>

21. A total of EUR 0.6 million from the core budget will be required in order to achieve the results under this objective.

Table 4

**Objective 4 of the Executive Direction and Management programme: to continue to develop the secretariat as a well-managed, top-performing institution with a healthy working culture**

<i>Expected results</i>	<i>Performance indicators</i>
The secretariat's internal processes and operations are effective, efficient and environmentally sustainable	<ul style="list-style-type: none"> <li>• The net cost savings resulting from efficiency measures</li> <li>• The amount of greenhouse gas emissions (measured in CO<sub>2</sub> equivalent) avoided per sessional meeting of the Conference of the Parties (COP) and its subsidiary bodies as a result of measures undertaken by the secretariat</li> </ul>
Competent and motivated staff representing a broad geographic spectrum and gender balance are recruited, trained and retained	<ul style="list-style-type: none"> <li>• The percentage of staff from non-Annex I Parties. Actual figures as at March 2013: 50% of staff in the Professional category and above are from non-Annex I Parties. Target: to increase the percentage of staff from non-Annex-I Parties</li> <li>• The percentage of women in posts in the Professional category and above. Actual figures as at March 2013: 41% of staff in the Professional category and above are women. Target: to increase this percentage to 50%</li> <li>• The level of staff satisfaction with their job, management and development opportunities. Actual figures as at June 2011: more than 70% of staff participating in a secretariat-wide survey expressed a high level of satisfaction with their job and secretariat management. Altogether, 42% of the respondents expressed the view that they had adequate opportunities to advance their career. Target: to increase the level of staff satisfaction</li> </ul>
The secretariat has the required financial resources to implement mandates given to it by the COP and the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol	<ul style="list-style-type: none"> <li>• The percentage of mandated outputs that cannot be delivered as a result of insufficient funding. Actual result for the period January 2010–June 2011: less than 1%. Target: to reduce this percentage to 0%</li> <li>• The contribution rate to the core budget. Actual result for the</li> </ul>

<sup>6</sup> At the United Nations Summit on the Millennium Development Goals (MDGs), held in New York, United States of America, in September 2010, and at the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, in June 2012 (Rio+20), United Nations Member States reached agreement on a process to prepare a development agenda for the period after the MDGs expire in 2015. See United Nations General Assembly resolutions 65/1 and 66/288.



<i>Expected results</i>	<i>Performance indicators</i>
Financial resources are managed in a sound manner and are utilized to maximize the benefit to the UNFCCC process	<p>period January 2010–June 2011: 79% of the indicative contributions for the biennium 2010–2011 had been received by the secretariat by 30 June 2011. Target: to increase the contribution rate</p> <ul style="list-style-type: none"> <li>• The proportion of actual expenditure compared with the approved budget. Actual result for the biennium 2010–2011: 98%. Target: to maintain this percentage in the biennium 2014–2015<sup>a</sup></li> <li>• The implementation rate of audit recommendations relating to financial and administrative matters</li> </ul>

<sup>a</sup> FCCC/SBI/2012/24/Add.2.

22. The secretariat put in place in 2012 a mid-term strategic framework to define benchmarks for top performance in relation to its processes and the way in which its human resources are managed. In relation to processes, the focus of the secretariat is on increasing efficiency, effectiveness and environmental sustainability. In terms of human resources management, specific measures have been implemented to strengthen effective leadership, performance management, ethical accountability and the promotion of collaboration and innovation. The secretariat's human resources strategy, also approved in 2012, and its ethics strategy and action plan are important elements of these efforts.

23. A total of EUR 1.4 million from the core budget will be required in order to achieve the results under this objective.

Table 5  
2014–2015 resource requirements for the Executive Direction and Management programme

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	3 376 302	4 508 730	1 132 428	33.5
Non-staff costs	864 513	864 634	121	0.0
<b>Subtotal</b>	<b>4 240 815</b>	<b>5 373 364</b>	<b>1 132 549</b>	<b>26.7</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>0</b>	<b>804 640</b>	<b>804 640</b>	<b>–</b>
<b>Total resources</b>	<b>4 240 815</b>	<b>6 178 004</b>	<b>1 937 189</b>	<b>45.7</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, table 1.

Table 6  
2014–2015 core budget post requirements for the Executive Direction and Management programme

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	9	12	3	33.3
General Service staff	7.5	8.5	1	13.3

	2012–2013	2014–2015	Variance	
			Post	%
<b>Total</b>	<b>16.5</b>	<b>20.5</b>	<b>4</b>	<b>24.2</b>

## B. Mitigation, Data and Analysis

24. The Mitigation, Data and Analysis (MDA) programme supports the intergovernmental process in relation to mitigation, including activities relating to mitigation by developed and developing countries, such as nationally appropriate mitigation actions (NAMAs) by developing country Parties, reducing emissions from deforestation and forest degradation in developing countries (REDD), sectoral approaches and bunker fuels, and response measures. The programme facilitates the consideration of information and data provided by all Parties through their national communications, greenhouse gas (GHG) inventories and other relevant submissions.

25. The basic mandates of this programme are contained in Article 4 (on commitments) and Article 12 (on the communication of information related to implementation) of the Convention as well as several Articles of the Kyoto Protocol, including Article 3, paragraph 1 (on the commitments of Parties included in Annex I to the Convention (Annex I Parties) to reduce or limit their GHG emissions), Article 2, paragraph 3, and Article 3, paragraph 14 (relating to the minimization of the adverse effects of response measures), and Articles 5, 7 and 8, which define Parties' basic reporting and review requirements under the Kyoto Protocol. These basic mandates are complemented by relevant decisions of the COP and the CMP.

26. Through the 2012–2013 work programme, MDA provides extensive services in support of the intergovernmental process and the constituted bodies, with a view to ensuring the continuous and rigorous implementation of the Convention and its Kyoto Protocol by Annex I Parties and Parties not included in Annex I to the Convention (non-Annex I Parties). The particular focus of the work of MDA has recently been on supporting the preparation of a methodological and organizational basis for enhancing mitigation action under the Convention through the development of the provisions and requirements of transparency-related processes, such as measurement, reporting and verification for Annex I and non-Annex I Parties, as well as negotiations under the constituted bodies, such as the Ad Hoc Working Group on Further Commitments for Annex I Parties under the Kyoto Protocol, the Ad Hoc Working Group on Long-term Cooperative Action under the Convention and the ADP.

27. The main challenges in the biennium 2014–2015 include the provision of appropriate levels of support for the operationalization of the whole measurement, reporting and verification framework in accordance with the Bali Action Plan, the Cancun Agreements, the Durban Platform for Enhanced Action and the Doha Climate Gateway, in particular. The specific responsibilities of the programme in that respect include providing support to the Subsidiary Body for Implementation (SBI) regarding the launch and operation of the process for international assessment and review of GHG emissions and removals relating to quantified economy-wide emission reduction targets for developed country Parties; and providing support for the process of international consultations and the analysis of biennial update reports from developing country Parties. An important part of these challenges is the need to combine, in an efficient and effective manner, the launch of the measurement, reporting and verification processes with continued support to the already existing processes, such as the various reporting procedures for all Parties, the provision of capacity-building support to developing countries, and reviews of national communications and GHG inventories from Annex I Parties under the Convention and its Kyoto Protocol,

including the final accounting for the first commitment period under the Kyoto Protocol. Another aspect of these challenges includes the provision of support for the mitigation-related component of the ongoing negotiations under the ADP, taking fully into account the experience with the implementation of the Convention and its Kyoto Protocol.

28. The objectives, expected results, performance indicators and relevant strategies for the MDA programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 2 illustrates the organization of the programme.

Figure 2

**Organization of the Mitigation, Data and Analysis programme**

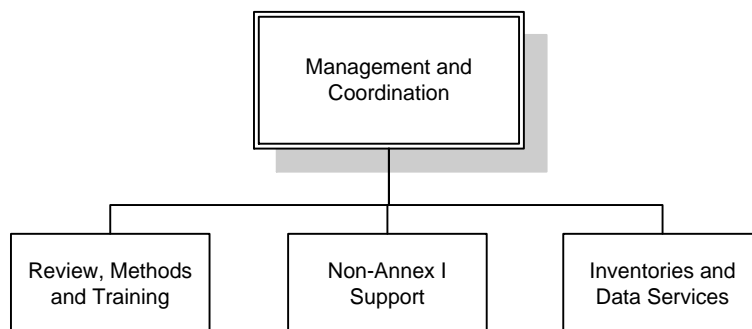


Table 7

**Objective 1 of the Mitigation, Data and Analysis programme: to support Parties included in Annex I to the Convention in the communication and consideration of information related to implementation (Articles 4 and 12 of the Convention, Articles 5, 7 and 8 of the Kyoto Protocol and decisions 10/CP.2, 31/CP.7, 17/CP.8, 3/CP.8, 2/CP.9, 8/CP.11, 1/CP.13, 10/CP.15, 1/CP.16, 2/CP.17, 15/CP.17, 1/CP.18, 2/CP.18, 19/CP.18, 20/CP.18; 13/CMP.1, 14/CMP.1, 15/CMP.1, 16/CMP.1, 20/CMP.1, 22/CMP.1, 27/CMP.1, 8/CMP.5, 2/CMP.7, 3/CMP.7, 4/CMP.7, 5/CMP.7, 1/CMP.8, 2/CMP.8, 7/CMP.8 and 12/CMP.8)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided for the fulfilment of reporting and review requirements in relation to information provided by Annex I Parties under the Convention and its Kyoto Protocol	<ul style="list-style-type: none"> <li>• All greenhouse gas (GHG) inventories from Annex I Parties as well as relevant supplementary information submitted on time during the biennium 2014–2015 are received and reviewed by international expert teams within the mandated time frames</li> <li>• All national communications as well as relevant supplementary information and biennial reports from Annex I Parties, due by 1 January 2014, are received and reviewed by international expert teams and relevant reports are published within the biennium 2014–2015</li> <li>• All mandated initial reports submitted by Annex I Parties with emission reduction commitments in the second commitment period under the Kyoto Protocol by 15 April 2015 are received and processed by 30 June 2015, with all relevant information made available on the UNFCCC website</li> </ul>
The UNFCCC is recognized as an authoritative source of GHG data for Annex I Parties	<ul style="list-style-type: none"> <li>• All reports and other documentation prepared within the framework of the reporting and review processes for Annex I Parties are made available in accordance with agreed timelines</li> <li>• The two key annual UNFCCC data reports (the GHG data</li> </ul>

*Expected results*

*Performance indicators*

<p>The international assessment and review (IAR) of GHG emissions and removals relating to quantified economy-wide emission reduction targets for developed country Parties is facilitated</p>	<p>reports under the Convention and the compilation and accounting reports under the Kyoto Protocol) are considered by the Conference of the Parties and the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol</p> <ul style="list-style-type: none"> <li>• In total, 95% or more of all data-related enquiries received by the UNFCCC secretariat are answered within one week</li> <li>• The proportion of mandated outputs with respect to the further development of IAR delivered and delivered on time</li> <li>• The first round of the IAR process under the Subsidiary Body for Implementation is completed within the biennium 2014–2015</li> </ul>
<p>Training courses are updated and a sufficient number of experts are trained and ready to participate in the reviews under the Convention and its Kyoto Protocol</p>	<ul style="list-style-type: none"> <li>• The number of the experts participating in the training courses per year. Baseline and target: up to 60 experts per year</li> <li>• The availability of timely updates of training materials. Target: up to five courses are updated and up to two new courses are developed by the end of the biennium 2014–2015</li> </ul>
<p>Effective support is provided for the work of the subsidiary bodies and the Ad Hoc Working Group on the Durban Platform for Enhanced Action on matters related to mitigation and clarification of developed countries' emission reduction targets</p>	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>

29. To achieve the results under this objective, MDA will implement the following major activities:

(a) Facilitating the submission and coordination of the review of national communications and biennial reports from Annex I Parties, with the next submission due by 1 January 2014;

(b) Supporting the SBI in the launch and operation of the process for the international assessment of GHG emissions and removals relating to quantified economy-wide emission reduction targets for developed country Parties;

(c) Supporting Parties' discussions and negotiations, within the framework of the relevant work programme under the Subsidiary Body for Scientific and Technological Advice (SBSTA) and relevant COP and CMP decisions, on the clarification of developed countries' emission reduction targets and increasing the level of ambition with regard to the mitigation actions under the Convention and its Kyoto Protocol;

(d) Coordinating the reporting and review of national GHG inventories from Annex I Parties under the Convention and the relevant supplementary information under the Kyoto Protocol;

(e) Launching the final accounting and compliance process for the first commitment period under the Kyoto Protocol, including, if required, support for the preparation, submission and review of the true-up period reports from Annex I Parties with commitments in the first commitment period;

(f) Preparing and conducting the initial review to establish assigned amounts and other accounting parameters for the second commitment period under the Kyoto Protocol;

(g) Continuing efforts to ensure that adequate training is provided to a sufficient number of experts to enable their participation in the review processes under the Convention and its Kyoto Protocol, including the management of changes in the training programme for expert reviewers, comprising an update of the Convention training courses to incorporate the new requirements from the Intergovernmental Panel on Climate Change (*IPCC*) 2006 *IPCC Guidelines for National Greenhouse Gas Inventories* and an update of the Kyoto Protocol training courses in the light of the changes related to the second commitment period under the Kyoto Protocol;

(h) Supporting the mitigation-related component of negotiations and the workplan on mitigation ambition under the ADP.

30. A total of EUR 11.8 million from the core budget and EUR 4.7 million from other funding sources will be required in order to achieve the results under this objective.

Table 8

**Objective 2 of the Mitigation, Data and Analysis programme: to support Parties not included in Annex I to the Convention in the preparation and submission of their national communications and biennial reports, including greenhouse gas inventory information, and in the preparation and implementation of nationally appropriate mitigation actions under the Convention (Article 4, paragraphs 1, 3, 8 and 9, and Article 12, paragraphs 1(a–c) and 4, of the Convention and decisions 10/CP.2, 31/CP.7, 17/CP.8, 3/CP.8, 2/CP.9, 8/CP.11, 1/CP.13, 1/CP.16, 2/CP.17, 17/CP.18, 18/CP.18 and 24/CP.18)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided to non-Annex I Parties in the fulfilment of their reporting requirements under the Convention	<ul style="list-style-type: none"> <li>• The number of experts from non-Annex I Parties trained</li> <li>• The number of national communications from non-Annex I Parties submitted during the biennium 2014–2015</li> </ul>
The nationally appropriate mitigation action registry is established effectively and updated regularly	<ul style="list-style-type: none"> <li>• The number of users granted access to the registry</li> <li>• The number of mitigation actions and the provision of support recorded in the registry</li> </ul>
The International Consultation and Analysis (ICA) process for biennial update reports from developing countries is facilitated	<ul style="list-style-type: none"> <li>• The roster of experts established by the end of 2014</li> <li>• A package of training materials for the training of experts developed by the end of 2014</li> <li>• The number of experts trained to provide ICA support</li> <li>• Templates for summary reports for the technical analysis and facilitative sharing of views prepared</li> </ul>

31. To achieve the results under this objective, MDA will implement the following major activities

(a) Coordinating the provision of assistance to non-Annex I Parties for the preparation and submission of their national communications and biennial update reports and for the implementation of their actions to address climate change;

(b) Supporting the SBI in the launch and operation of the International Consultation and Analysis (ICA) process for developing country Parties;

(c) Operating the NAMA registry on a continuous and sustainable basis;

(d) Supporting Parties' discussions and negotiations, within the framework of the relevant work programme under the SBI and relevant decisions of the COP, on the mitigation actions of developing country Parties under the Convention;

(e) Supporting the SBSTA with respect to methodological issues related to developing country Parties' measurement, reporting and verification framework;

(f) Continuing efforts to ensure the adequate training of a sufficient number of experts to enhance their capacity to prepare national communications and biennial update reports, including the capacity for GHG inventory preparation, and the capacity to support the ICA process.

32. A total of EUR 6.3 million from the core budget and EUR 6.1 million from other funding sources will be required in order to achieve the results under this objective.

Table 9

**Objective 3 of the Mitigation, Data and Analysis programme: to improve the methodological and scientific bases for enhancing the implementation of the Convention and its Kyoto Protocol (decisions 16/CMP.1, 10/CP.2, 31/CP.7, 17/CP.8, 3/CP.8, 2/CP.9, 8/CP.11, 6/CMP.3, 1/CP.13, 1/CP.16, 2/CMP.7, 2/CP.17, 12/CP.17 and 1/CP.18)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided for the consideration of the scientific and methodological issues relating to the socioeconomic aspects of mitigation	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
Work on methodological and scientific matters regarding land use, land-use change and forestry (LULUCF) and agriculture, as well as on reducing emissions from deforestation and forest degradation (REDD)-plus <sup>a</sup> in developing countries, is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The number of representatives from Parties participating in the UNFCCC REDD Discussion Forum and Web Platform<sup>b</sup></li> </ul>
Work on methodological and scientific matters is facilitated, including in the areas of common metrics, international aviation, fluorinated gases and maritime transport	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
Cooperation with intergovernmental organizations active in REDD-related activities, as well as activities related to LULUCF, agriculture, international maritime and aviation transport and fluorinated gases, is maintained and further strengthened	<ul style="list-style-type: none"> <li>• The number of meetings of relevant intergovernmental organizations attended by UNFCCC staff to ensure that their activities related to REDD, LULUCF, agriculture, international maritime and aviation transport and fluorinated gases actively contribute to the objective of the Convention within the area of their competencies</li> </ul>

<sup>a</sup> Policy approaches and positive incentives on issues relating to reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

<sup>b</sup> <[http://unfccc.int/methods\\_science/redd/items/4531.php](http://unfccc.int/methods_science/redd/items/4531.php)>.

33. To achieve the results under this objective, MDA will continue to support negotiations on matters related to land use, land-use change and forestry (LULUCF), REDD and the socioeconomic aspects of mitigation, agriculture, common metrics and fluorinated gases under the relevant subsidiary bodies and the ADP. The MDA programme will continue to support further negotiations on LULUCF and REDD-related issues and facilitate the sharing of information, experience and lessons learned on the use of the IPCC guidance and guidelines through an interactive discussion under the REDD Discussion Forum and Web Platform. It will also continue to strengthen cooperation with governmental and non-governmental organizations including partnerships, such as the IPCC, the United Nations Environment Programme, the International Energy Agency, the

International Maritime Organization and the International Civil Aviation Organization, to enhance their support for the implementation of the Convention.

34. A total of EUR 1.5 million from the core budget and EUR 2.0 million from other funding sources will be required in order to achieve the results under this objective.

Table 10

**Objective 4 of the Mitigation, Data and Analysis programme: to support Parties, in particular developing country Parties, in meeting their specific needs and concerns arising from the impact of the implementation of response measures (Article 4, paragraphs 8–10, of the Convention, Article 2, paragraph 3, and Article 3, paragraph 14, of the Kyoto Protocol and decisions 5/CP.7, 1/CP.10, 1/CP.13, 1/CP.16, 1/CMP.16 and 8/CP.17)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided to work relating to the impact of the implementation of response measures	<ul style="list-style-type: none"> <li>• The number of forums supported</li> <li>• The number of documents prepared</li> </ul>

35. To achieve the results under this objective, MDA will further support the intergovernmental process related to these issues, with a particular focus on the work of the forum on the impact of the implementation of response measures, including the preparation and publication of supporting documentation and other information, as required.

36. A total of EUR 0.5 million from the core budget and EUR 1.1 million from other funding sources will be required in order to achieve the results under this objective.

Table 11

**2014–2015 resource requirements for the Mitigation, Data and Analysis programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	7 916 122	8 380 960	464 838	5.9
Non-staff costs	1 971 345	1 765 540	(205 805)	(10.4)
<b>Subtotal</b>	<b>9 887 467</b>	<b>10 146 500</b>	<b>259 033</b>	<b>2.6</b>
<b>Core budget – tier 2</b>				
Staff costs	–	4 864 720	4 864 720	–
Non-staff costs	–	5 096 815	5 096 815	–
<b>Subtotal</b>	<b>–</b>	<b>9 961 535</b>	<b>9 961 535</b>	<b>–</b>
<b>Total core budget</b>				
Staff costs	7 916 122	13 245 680	5 329 558	67.3
Non-staff costs	1 971 345	6 862 355	4 891 010	248.1
<b>Total</b>	<b>9 887 467</b>	<b>20 108 035</b>	<b>10 220 568</b>	<b>103.4</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>10 454 690</b>	<b>13 789 901</b>	<b>3 335 211</b>	<b>31.9</b>
<b>Total resources</b>	<b>20 342 157</b>	<b>33 897 936</b>	<b>13 555 779</b>	<b>66.6</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, tables 2–12.

Table 12  
**2014–2015 core budget post requirements for the Mitigation, Data and Analysis programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	30	30	0	–
General Service staff	11	11	0	–
<b>Subtotal</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>–</b>
<b>Core budget – tier 2</b>				
Professional staff – P and above	–	20	20	–
General Service staff	–	4	4	–
<b>Subtotal</b>	<b>–</b>	<b>24</b>	<b>24</b>	<b>–</b>
<b>Total core budget posts</b>	<b>41</b>	<b>65</b>	<b>24</b>	<b>58.5</b>

### C. Finance, Technology and Capacity-building

37. The overall purpose of the Finance, Technology and Capacity-building (FTC) programme is to support the implementation of climate finance architecture, international cooperation on technology development and transfer, capacity-building, and education, training and public awareness to enable enhanced action by Parties related to climate change.

38. The basic mandates of this programme are contained in several Articles of the Convention and its Kyoto Protocol, including Article 4 (on commitments), Article 6 (on education, training and public awareness), Article 8 (on the secretariat), Article 9 (on the SBSTA), Article 10 (on the SBI), Article 11 (on the financial mechanism) and Article 12 (on communication of information related to implementation) of the Convention, and Article 10 (on technology transfer, capacity-building and education, training and public awareness) and Article 11 (containing, inter alia, provisions relating to finance and technology transfer) of the Kyoto Protocol. Additional mandates are contained in decisions and conclusions taken by the bodies established under the Convention and its Kyoto Protocol.

39. Key areas of the programme's work in recent years include the provision of support for the operationalization of the work programme on long-term finance, the Standing Committee on Finance, the Technology Mechanism and the Durban Forum.

40. The main challenge for FTC in the biennium 2014–2015 will be to provide effective support for the implementation of the Cancun Agreements and subsequent decisions taken by the COP and the CMP, including support for the operation of the Standing Committee on Finance, the Technology Executive Committee (TEC), the Durban Forum, and the dialogue on Article 6 of the Convention. One of the focuses of the programme will be the strengthening of its collaboration with United Nations agencies and other partners at the international, regional and national levels to enhance the overall support provided to Parties for the effective implementation of action on mitigation and adaptation.

41. The objectives, expected results, performance indicators and relevant strategies for the FTC programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 3 illustrates the organization of the programme.



Figure 3  
**Organization of the Finance, Technology and Capacity-building programme**

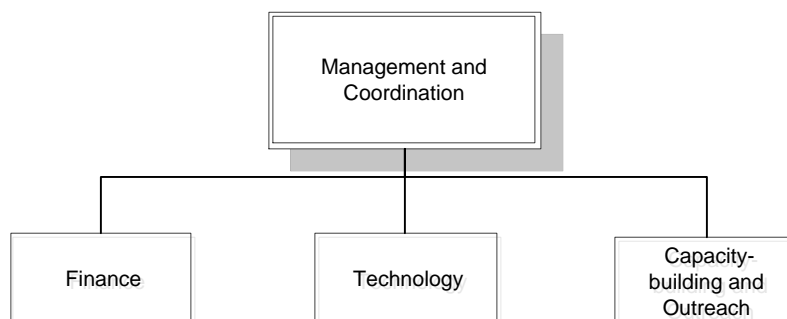


Table 13

**Objective 1 of the Finance, Technology and Capacity-building programme: to support the intergovernmental process with regard to the provision of financial resources to developing country Parties for adaptation and mitigation (Article 11 of the Convention and decisions 1/CP.13, 1/CP.16, 2/CP.17, 3/CP.17, 1/CP.18 and 1/CMP.3)**

<i>Expected results</i>	<i>Performance indicators</i>
Parties are effectively supported in intergovernmental negotiations on issues related to the functioning of the financial mechanism	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
Effective support is provided to the Standing Committee on Finance	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The number of visits to the section on the financial mechanism and the finance portal on the UNFCCC website</li> </ul>
Effective support is provided to activities relating to the scaling-up of financial resources and the enhanced provision of information on climate finance	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>

42. FTC will continue to support the various elements of the Cancun Agreements and the decisions taken by the COP at its seventeenth and eighteenth sessions relating to finance and to facilitate the implementation of decisions relating to the financial mechanism, including its operating entities, the Special Climate Change Fund, the Least Developed Countries Fund and the Adaptation Fund.

43. The core activities of the programme will continue to be the provision of high-quality support to the intergovernmental process at the meetings of the SBI, the COP, the CMP and the ADP. FTC will facilitate the implementation of the workplan of the Standing Committee on Finance and support activities relating to the scaling-up of financial resources. It will monitor and report on the implementation of Convention guidance by the operating entities of the financial mechanism and the funds established under the Convention and will provide regularly updated finance-related information on the UNFCCC website and in mandated reports.

44. A total of EUR 2.1 million from the core budget and EUR 1.2 million from other funding sources will be required in order to achieve the results under this objective.

Table 14

**Objective 2 of the Finance, Technology and Capacity-building programme: to support and enhance cooperation among Parties and relevant organizations on research, development, demonstration, deployment, diffusion and transfer of technologies for adaptation and mitigation (decisions 4/CP.7, 3/CP.13, 4/CP.13, 1/CP.16, 2/CP.17, 4/CP.17, 1/CP.18, 13/CP.18 and 14/CP.18)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided for intergovernmental work and negotiations on issues relating to technology development and transfer	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
Effective support is provided to facilitate the effective engagement of relevant stakeholders under and outside of the Convention in the implementation of the Technology Mechanism, including through providing regularly updated information and analysis on the UNFCCC technology information clearing house (TT:CLEAR)	<ul style="list-style-type: none"> <li>• Number of partner agencies and organizations that participate in the work of the Technology Executive Committee</li> <li>• Number of visits to TT:CLEAR</li> </ul>

45. FTC will continue to support the intergovernmental work and process under the Convention, in particular the SBSTA, the SBI, the COP and the ADP in the implementation of their various conclusions and decisions relating to technology development and transfer agreed at the United Nations Climate Change Conferences held in Cancun, Mexico, in Durban, South Africa, and in Doha, Qatar. The core activities of the programme will include the provision of high-quality support to the TEC in performing its functions and in the implementation of its workplan and to facilitate its effective collaboration with relevant stakeholders under and outside of the Convention.

46. The programme will also liaise with the Climate Technology Centre and Network (CTCN) to facilitate effective interaction between and coherent delivery of the TEC and the CTCN, the two major components of the Technology Mechanism designed to enhance technology action to support mitigation and adaptation action at the international, regional and national levels.

47. FTC will continue to provide regularly updated information and analysis on technologies for mitigation and adaptation; technology needs identified by Parties; and technology-related collaborative action and initiatives to support action on adaptation and mitigation at the international, regional and national levels through the UNFCCC technology information clearing house (TT:CLEAR), a technology information platform to facilitate active interaction between the TEC and relevant stakeholders.

48. A total of EUR 2.5 million from the core budget and EUR 1.0 million from other funding sources will be required in order to achieve the results under this objective.

Table 15

**Objective 3 of the Finance, Technology and Capacity-building programme: to enhance the capacity of Parties, and education, training, public awareness, public participation and public access to information and international cooperation activities by Parties, in particular developing country Parties, to enable the full, effective and sustained implementation of the Convention and its Kyoto Protocol (Article 6 of the Convention, Article 10(e) of the Kyoto Protocol and decisions 2/CP.7, 3/CP.7, 11/CP.8, 2/CP.10, 3/CP.10, 7/CP.10, 4/CP.12, 9/CP.13, 6/CP.14, 1/CP.16, 7/CP.16, 2/CP.17, 13/CP.17, 1/CP.18, 15/CP.18, 29/CMP.1, 6/CMP.2, 6/CMP.4, 11/CMP.6, 15/CMP.7, 10/CMP.8 and 11/CMP.8)**

<i>Expected results</i>	<i>Performance indicators</i>
Effective support is provided for intergovernmental negotiations on issues related to capacity-building and to Article 6 of the Convention	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
The Durban Forum and the dialogue on Article 6 of the Convention are facilitated	<ul style="list-style-type: none"> <li>• The level of satisfaction of participants of the Durban Forum and the dialogue on Article 6 of the Convention</li> </ul>
The implementation of the frameworks for capacity-building is facilitated	<ul style="list-style-type: none"> <li>• The number of partner agencies and organizations that contribute to the implementation of the frameworks for capacity-building</li> </ul>
The implementation of the Doha work programme on Article 6 of the Convention is facilitated	<ul style="list-style-type: none"> <li>• The number of partner agencies and organizations that contribute to the implementation of the Doha work programme on Article 6 of the Convention</li> <li>• The number of registered users of the UNFCCC information network clearing house (CC:iNet)</li> <li>• The level of satisfaction with CC:iNet of the users surveyed</li> </ul>

49. The programme will continue to support the consideration of issues relating to capacity-building and Article 6 of the Convention at the sessions of the SBI, the COP, the CMP and the ADP. FTC will support the SBI in monitoring and reviewing the effectiveness of capacity-building by organizing meetings of the Durban Forum, preparing mandated annual reports and providing regularly updated comprehensive information on capacity-building actions and support on the UNFCCC website. FTC will continue to facilitate the reporting to the COP and periodic reviews of the implementation of the frameworks on capacity-building in developing countries and countries with economies in transition.

50. The programme will also facilitate the implementation of the Doha work programme on Article 6 of the Convention by organizing annual dialogues at the sessions of the SBI; further developing the climate change information network clearing house (CC:iNet); and enhancing collaboration with United Nations entities, intergovernmental and non-governmental organizations and other stakeholders, in particular through the coordination of the work of the United Nations Alliance on Climate Change Education, Training and Public Awareness and the United Nations Joint Framework Initiative on Children, Youth and Climate Change.

51. A total of EUR 1.0 million from the core budget and EUR 0.7 million from other funding sources will be required in order to achieve the results under this objective.

Table 16

**2014–2015 resource requirements for the Finance, Technology and Capacity-building programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	4 236 522	4 435 480	198 958	4.7
Non-staff costs	1 242 421	1 180 590	(61 831)	(5.0)
<b>Subtotal</b>	<b>5 478 943</b>	<b>5 616 070</b>	<b>137 127</b>	<b>2.5</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>4 675 093</b>	<b>2 804 630</b>	<b>(1 870 463)</b>	<b>(40.0)</b>
<b>Total resources</b>	<b>10 154 036</b>	<b>8 420 700</b>	<b>(1 733 336)</b>	<b>(17.1)</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, tables 13–16.

Table 17

**2014–2015 core budget post requirements for the Finance, Technology and Capacity-building programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	<b>15</b>	15	0	–
General Service staff	7	7	0	–
<b>Total</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>–</b>

**D. Adaptation**

52. The overall purpose of the Adaptation programme is to support Parties, in particular developing country Parties, in assessing, developing and implementing adaptation plans, policies and actions aimed at reducing vulnerability and building resilience, and in improving the scientific basis for international climate policy and action on climate change, including through the review of the adequacy of the long-term global temperature goal.

53. The basic mandates of this programme are derived from several Articles of the Convention, including Article 2 (on the objective of the Convention), Article 3 (on principles), Article 4 (on commitments), Article 5 (on research and systematic observation), Article 9 (on the SBSTA), Article 10 (on the SBI) and Article 12 (on the communication of information related to implementation). Additional mandates are stipulated by decisions and conclusions of the Convention process. Key mandates are included under each programme objective below.

54. The focus of the work of the Adaptation programme in the first half of the biennium 2012–2013 has been to operationalize the Cancun Adaptation Framework, which was further defined by specific decisions made at the seventeenth and eighteenth sessions of the COP. The programme has placed specific emphasis on ensuring the coherence and coordination of activities, on engaging a large network of partner organizations representing a wide variety of adaptation stakeholders, on catalysing a significant number

of adaptation actions across different sectors and at different levels, and on enhancing the flow of scientific information into the Convention process.

55. The main challenge in the biennium 2014–2015 will be to ensure that the Adaptation programme is able to successfully continue to support Parties in implementing the provisions contained in the Cancun Adaptation Framework, particularly the Adaptation Committee, the national adaptation plans, possible work on loss and damage and any relevant provisions of subsequent decisions of the COP and conclusions of the subsidiary bodies. The programme will also support the COP and the subsidiary bodies’ work to conduct and finalize the periodic review of the long-term global goal as well as the work of the ADP to consider the outcome of the review. In addition, the programme will continue to ensure the successful implementation of existing mandates, including those relating to the national adaptation programmes of action (NAPAs) of least developed countries (LDCs), the Nairobi work programme on impacts, vulnerability and adaptation to climate change, and research and systematic observation.

56. The objectives, expected results, performance indicators and relevant strategies for the Adaptation programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 4 illustrates the organization of the programme.

Figure 4

**Organization of the Adaptation programme**

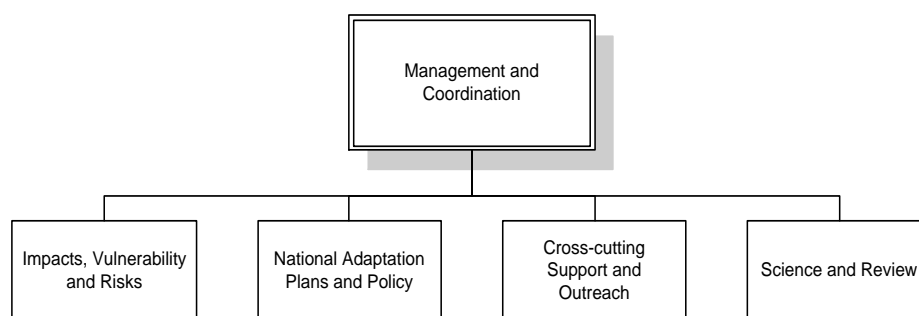


Table 18

**Objective 1 of the Adaptation programme: to support Parties, in particular developing country Parties, in assessing impacts, vulnerability and risks and in developing and implementing adaptation plans, policies and actions (Article 4, paragraphs 8 and 9, and Articles 5, 9, 10 and 12 of the Convention and decisions 5/CP.7, 28/CP.7, 1/CP.10, 2/CP.11, 4/CP.11, 1/CP.13, 8/CP.13, 1/CP.16, 6/CP.16, 5/CP.17, 6/CP.17, 7/CP.17, 3/CP.18, 11/CP.18 and 12/CP.18)**

<i>Expected results</i>	<i>Performance indicators</i>
The work of the Adaptation Committee (AC) is successfully facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The proportion of working papers and information products delivered in support of the work programme of the AC and delivered on time</li> </ul>
The process for the formulation and implementation of national adaptation plans is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
The implementation of the Nairobi work programme on impacts, vulnerability and adaptation to climate change is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The number of action pledges by Nairobi work programme</li> </ul>

<i>Expected results</i>	<i>Performance indicators</i>
	partners
Work on loss and damage is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
The work of the Least Developed Countries Expert Group (LEG) is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The level of satisfaction of users of the knowledge products prepared by the LEG and the secretariat</li> </ul>

57. The Adaptation programme will continue to support the implementation of the Cancun Adaptation Framework and other efforts to enhance action on adaptation under the Convention. The programme will facilitate the work of the Adaptation Committee in exercising its functions. It will prepare substantive documentation, make logistical, travel and organizational arrangements for its meetings and provide technical and strategic advice upon request.

58. The programme will also continue to support the process for the formulation and implementation of national adaptation plans by LDCs and other developing country Parties, as appropriate, including through facilitating any mandated training activities on modalities and guidelines. The programme will seek synergies and the rationalization of resources in supporting the two national adaptation planning processes (NAPAs and national adaptation plans) by building on lessons learned and good practices identified.

59. Further, the Adaptation programme will continue to support any further work on loss and damage associated with climate change impacts in developing countries that are particularly vulnerable to the adverse effects of climate change by undertaking any mandated activities, including possible workshops and expert meetings.

60. In addition, the programme will continue to support the implementation of the Nairobi work programme and undertake any mandated activities under decision 1/CP.10 relating to adaptation.

61. The programme will also continue to support the Least Developed Countries Expert Group (LEG) in undertaking expanded functions by making logistical, travel and organizational arrangements for its meetings and supporting the implementation of the LEG work programme. In addition, the Adaptation programme will support the awareness-raising efforts of the LEG within organizations in a position to finance the implementation of NAPA activities.

62. The Adaptation programme will continue its cooperation with the Global Environment Facility and its agencies, and other relevant organizations, to facilitate the implementation, revision and update of NAPAs and the various elements of the LDC work programme.

63. A total of EUR 2.4 million from the core budget and EUR 6.7 million from other funding sources will be required in order to achieve the results under this objective.

Table 19

**Objective 2 of the Adaptation programme: to support the review of the adequacy of the long-term global goal and the consideration of various matters related to science, research and systematic observation (Articles 2, 4, paragraph 1(g) and (h), 5, 9 and 12 of the Convention and decisions 8/CP.3, 14/CP.4, 5/CP.5, 5/CP.10, 11/CP.9, 5/CP.10, 11/CP.13, 9/CP.15, 1/CP.16, 2/CP.17 and 16/CP.17)**

<i>Expected results</i>	<i>Performance indicators</i>
Work by the Convention bodies on matters related to science, research and systematic observation is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> <li>• The number of international and regional programmes and organizations taking part in the research dialogue under the Convention. Baseline and target: eight programmes and/or organizations</li> </ul>
The periodic review of the adequacy of the long-term global goal is facilitated	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
Supporting the consideration of a shared vision for long-term cooperative action	<ul style="list-style-type: none"> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>

64. The programme will continue to support the implementation of relevant mandates on research and systematic observation, including collaboration with other organizations and programmes to assist in maintaining and/or enhancing the capacity of countries, in particular developing countries, to undertake and/or participate in research activities and systematic observation.

65. The programme will continue to liaise and work with the World Meteorological Organization, the Global Climate Observing System, the Global Earth Observation System of Systems, the Global Terrestrial Observing System and other relevant organizations on implementing relevant mandates to enhance systematic observation for addressing climate change. It will continue to support the organization of regular research dialogues at the sessions of the SBSTA and will enhance its efforts to increase the flow of scientific information into the Convention process, in particular from the IPCC.

66. The programme will support the initial review of the adequacy of the long-term global goal contained in the Cancun Agreements by undertaking and supporting any relevant activities as stipulated in the modalities to be agreed by Parties.

67. Further, the Adaptation programme will support the consideration of a shared vision for long-term cooperative action.

68. A total of EUR 1.1 million from the core budget and EUR 1.2 million from other funding sources will be required in order to achieve the results under this objective.

Table 20

**Objective 3 of the Adaptation programme: to engage a wide range of stakeholders and to widely disseminate information by effective means, including through the UNFCCC website (decisions 2/CP.11, 1/CP.13, 1/CP.16 and 6/CP.16)**

<i>Expected results</i>	<i>Performance indicators</i>
A wide range of stakeholders is engaged in the implementation of all relevant mandates	<ul style="list-style-type: none"> <li>• The number of collaborative activities facilitated between organizations, and between Parties and organizations</li> </ul>

*Expected results*

*Performance indicators*

Comprehensive user-friendly information is made available in a timely manner

- The information contained in the sections of the UNFCCC website dedicated to adaptation is regularly updated. Baseline and target: to update the information every two weeks
- The number of visits to the sections of the UNFCCC website dedicated to adaptation

69. Stakeholder engagement and the sharing of information, knowledge and expertise is a common requirement under the various work streams. The consolidation of activities has contributed to resource rationalization and to cross-fertilization across the different stages of adaptation, which the programme will strive to maintain. During the biennium 2014–2015, the programme will take advantage of the newly developed communications strategy. It will further enhance existing strategic partnerships and build new ones with a wide range of stakeholders, including multilateral, international, regional and national organizations, in particular regional centres and networks, scientific bodies and entities, the public and private sectors and civil society, with a view to enhancing all aspects of adaptation in a holistic and comprehensive manner.

70. The programme will disseminate widely the deliverables of its activities in user-friendly formats, including in a variety of languages, and by effective means, including through the UNFCCC website and related portals and databases, virtual speaker systems, Twitter and Facebook.

71. A total of EUR 0.5 million from the core budget and EUR 0.8 million from other funding sources will be required in order to achieve the results under this objective.

Table 21

**2014–2015 resource requirements for the Adaptation programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	3 269 466	3 568 610	299 144	9.1
Non-staff costs	487 872	388 446	(99 426)	(20.4)
<b>Subtotal</b>	<b>3 757 338</b>	<b>3 957 056</b>	<b>199 718</b>	<b>5.3</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>6 314 740</b>	<b>8 681 129</b>	<b>2 366 389</b>	<b>37.5</b>
<b>Total resources</b>	<b>10 072 078</b>	<b>12 638 185</b>	<b>2 566 107</b>	<b>25.5</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, tables 17–22.

Table 22

**2014–2015 core budget post requirements for the Adaptation programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above <sup>a</sup>	12	13	1	8.3
General Service staff	4	3	(1)	(25.0)
<b>Total</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0</b>



<sup>a</sup> Eleven Professional posts in 2012 and 12 in 2013.

## **E. Sustainable Development Mechanisms**

72. The overall purpose of the Sustainable Development Mechanisms (SDM) programme is to support Parties in the development and effective implementation of collaborative mechanisms that promote both the mitigation of climate change and the wider goal of sustainable development. This is provided through support for the intergovernmental bodies in their further development of the Convention and its Kyoto Protocol in relation to such mechanisms and support for the regulatory bodies constituted to supervise the implementation of the project-based mechanisms under the Kyoto Protocol, namely the CDM Executive Board and the Joint Implementation Supervisory Committee (JISC).

73. The basic mandates of this programme are contained in Article 8, paragraph 2, of the Convention (on the functions of the secretariat) and several Articles of the Kyoto Protocol, in particular, Article 3 (containing provisions relating to quantified emission limitation and reduction commitments and the accounting of assigned amounts), Article 6 (on JI), Article 12 (on the CDM) and Article 17 (on emissions trading). Additional mandates are contained in decisions and conclusions of the Convention and Kyoto Protocol bodies, particularly regarding further guidance on these mechanisms, activities implemented jointly under Article 4, paragraph 2(a), of the Convention and the mandates of the intergovernmental bodies concerning the deliberations by Parties on the international climate change regime beyond 2012.

74. The focus of SDM in recent years has been on three areas of development. First, the Kyoto Protocol mechanisms have been further strengthened through a continuous clarification and simplification of the rules and methodologies of the CDM and through a complete revision of the JI guidelines. Secondly, negotiations on a new market-based mechanism and a framework for various approaches have been facilitated. Thirdly, SDM has increased interaction and dialogue with market stakeholders, in particular policymakers, in countries in the process of establishing new emissions trading schemes and offset mechanisms outside of the UNFCCC process. The purpose of this interaction is to better inform and support policymakers and negotiators to develop approaches and markets that can be internationally recognized and to contribute to the objective of the Convention.

75. In view of the critical stage of development of carbon markets and the associated unpredictability of future income streams from projects undertaken in terms of the CDM and the JI, the challenges in the biennium 2014–2015 will be to ensure that SDM is able to fully support Parties in further developing market-based and other collaborative mechanisms, including ongoing and new work programmes under the SBSTA, the SBI and the CMP and mandates arising from the work under the Bali Road Map, the Cancun Agreements and the decisions adopted at COP 18 and CMP 8. In order to maintain effective support to the CDM and the JI under these new conditions and to ensure that market-based approaches will continue to contribute to the objective of the Convention, it will be necessary to enhance the efforts of the secretariat in promoting innovative approaches to private-sector and stakeholder engagement in climate change mitigation through carbon markets. The SDM programme will continue to ensure the efficient and effective use of budgetary and human resources to support the operations of the CDM and the JI and the development of new market-based approaches.

76. The objectives, expected results, performance indicators and relevant strategies for the SDM programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 5 illustrates the organization of the programme. The SDM structure reflects an increased focus on support for negotiations and strategic market

development support and an emphasis on a quality management approach to all aspects of the programme's work.

Figure 5

**Organization of the Sustainable Development Mechanisms programme**

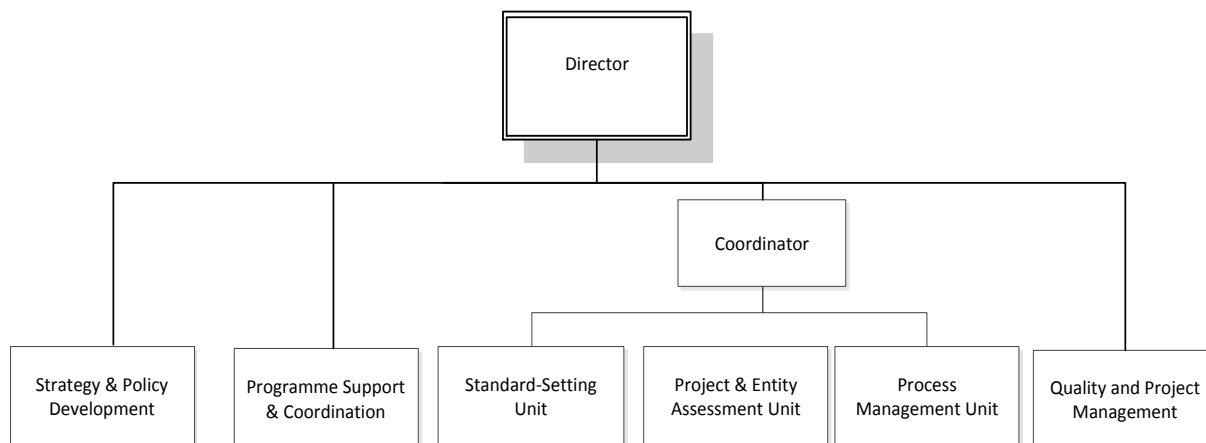


Table 23

**Objective 1 of the Sustainable Development Mechanisms programme: to realize the full potential of sustainable development mechanisms to enhance the implementation of the Convention (Article 4, paragraph 2(a), of the Convention, Articles 3, 6, 12 and 17 of the Kyoto Protocol and decisions 1/CP.13, 1/CP.16, 1/CMP.1, 1/CMP.6, 3/CMP.6, 4/CMP.6 and 7/CMP.6)**

<i>Expected results</i>	<i>Performance indicators</i>
Work programmes under the intergovernmental bodies concerning the further development of the project-based mechanisms are facilitated	<ul style="list-style-type: none"> <li>The proportion of mandated outputs delivered and delivered on time</li> </ul>
Parties are supported in their consideration and development of further market-based and other collaborative mechanisms	<ul style="list-style-type: none"> <li>The proportion of mandated outputs delivered and delivered on time</li> </ul>

77. SDM has a unique place in the group of entities that shape the carbon market and will promote a more sophisticated carbon market that can attract the large-scale flows of private finance in support of the global mitigation activities necessary to avoid catastrophic climate change. SDM will intensify its interaction with Parties, officers of the Convention and Kyoto Protocol bodies, the secretariats of international bodies, the United Nations and other intergovernmental organizations.

78. SDM will continue to support Parties in the pursuit of a mature and sophisticated carbon market, building on the experiences and lessons learned from the existing Kyoto Protocol mechanisms. The programme will facilitate the work programmes on the new market-based mechanism and the framework for various approaches and will support the deliberations of Parties on the further development and use of collaborative mechanisms, including the preparation of implementation rules, pursuant to mandates arising from the work under the Bali Road Map, the Cancun Agreements and decision 2/CP.17.

79. A total of EUR 1.1 million from the core budget will be required in order to achieve the results under this objective and for the overall strategic, policy and administrative management of the programme.

Table 24

**Objective 2 of the Sustainable Development Mechanisms programme: to support and optimize the operation of the clean development mechanism (Article 12 of the Kyoto Protocol and decisions 2/CMP.1, 3/CMP.1, 4/CMP.1, 5/CMP.1, 6/CMP.1, 7/CMP.1, 8/CMP.1, 1/CMP.2, 2/CMP.3, 2/CMP.4, 2/CMP.5, 3/CMP.6 and 7/CMP.6)**

<i>Expected results</i>	<i>Performance indicators</i>
Meetings of the clean development mechanism (CDM) Executive Board and its panels and working groups are efficiently organized and well supported	<ul style="list-style-type: none"> <li>• The level of satisfaction of the members of the CDM Executive Board with the support provided</li> <li>• The proportion of meeting documents made available fully in accordance with the rules of procedure of the CDM Executive Board</li> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
The operation of the CDM is facilitated efficiently	<ul style="list-style-type: none"> <li>• The proportion of methodology cases (new methodologies and revision of existing ones) processed within the specified timelines</li> <li>• The proportion of new registrations processed within the specified timelines</li> <li>• The proportion of issuance instructions processed within the specified timelines</li> <li>• The proportion of applications for accreditation processed within the specified timelines</li> </ul>
Participation in CDM project activities and programmes of activities (PoA) is facilitated	<ul style="list-style-type: none"> <li>• The number of standards developed or simplified that are relevant to low-income communities (including the development of standardized baselines)</li> <li>• The number of countries with ten or more registered projects</li> <li>• The number of PoA registrations in under-represented regions</li> </ul>

80. The programme will continue to use the income from CDM fees and a share of CDM proceeds to achieve the expected results under this objective. In response to a request by the CDM Executive Board, the SDM programme will continue to undertake a greater proportion of the preparatory analytical work on procedural and caseload issues, thereby supporting the programme in shifting its focus to an executive and supervisory role. Two objectives were identified in the CDM two-year business plan 2013–2014<sup>7</sup> adopted by the CDM Executive Board at its 66<sup>th</sup> meeting.<sup>8</sup> The business plan provides detailed strategies to achieve a set of deliverables under each of these two objectives. The associated, and supportive, one-year CDM management plan specifies the financial and human resources required.

Table 25

**Objective 3 of the Sustainable Development Mechanisms programme: to support and optimize the operation of joint implementation (Article 6 of the Kyoto Protocol and decisions 9/CMP.1, 10/CMP.1, 2/CMP.2, 3/CMP.2, 3/CMP.3, 5/CMP.4, 3/CMP.5 and 4/CMP.6)**

<sup>7</sup> <[http://cdm.unfccc.int/Reference/Notes/gov/info\\_note37.pdf](http://cdm.unfccc.int/Reference/Notes/gov/info_note37.pdf)>.

<sup>8</sup> Objective A: Greater integrity, efficiency and enhanced predictability in the operation of the CDM through simplification, improved objectivity and compliance with sustainable timelines; Objective B: Expansion of the reach and reputation of the CDM through outreach, further development of requirements, increased distribution of projects, and focused skills development.

<i>Expected results</i>	<i>Performance indicators</i>
Meetings of the Joint Implementation Supervisory Committee (JISC) and of its panels and working groups are efficiently organized and well supported	<ul style="list-style-type: none"> <li>• The level of satisfaction of the members of the JISC with the support provided</li> <li>• The proportion of meeting documents made available fully in accordance with the rules of procedure of the JISC</li> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>
The operation of the joint implementation Track 2 <sup>a</sup> procedure is facilitated efficiently	<ul style="list-style-type: none"> <li>• The proportion of determination cases processed within the specified timelines</li> <li>• The proportion of verification cases processed within the specified timelines</li> <li>• The proportion of applications for accreditation processed within the specified timelines</li> </ul>

<sup>a</sup> The verification procedure under the JISC, defined in decision 9/CMP.1, annex, paragraphs 30–45.

81. The programme will continue to use the anticipated income from JI fees and a share of JI proceeds, as well as any additional income received from voluntary contributions, to achieve the expected results under this objective. SDM will continue to support requests by the JISC to undertake a greater proportion of the preparatory analytical work on procedural and caseload issues, thereby supporting the programme in shifting its focus to an executive and supervisory role. Three objectives<sup>9</sup> were approved as part of the business plan for the JISC for 2014–2015<sup>10</sup> adopted by the JISC at its 28<sup>th</sup> meeting. The associated, and supportive, one-year JI management plan specifies the financial and human resources required to support each of these objectives.

Table 26  
**2014–2015 resource requirements and estimated fee-based income for the Sustainable Development Mechanisms programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	937 138	983 762	46 624	5.0
Non-staff costs	149 570	121 792	(27 778)	(18.6)
<b>Subtotal</b>	<b>1 086 708</b>	<b>1 105 554</b>	<b>18 846</b>	<b>1.7</b>
<b>Total supplementary fund</b>	<b>2 499 942<sup>b</sup></b>	<b>2 344 793<sup>c</sup></b>	<b>(155 149)</b>	<b>(6.2)</b>
<b>Total clean development mechanism fund<sup>d</sup></b>	<b>61 955 131</b>	<b>55 099 758</b>	<b>(6 855 373)</b>	<b>(11.1)</b>
<b>Total resources</b>	<b>65 541 781</b>	<b>58 550 105</b>	<b>(6 991 676)</b>	<b>(10.7)</b>

<sup>9</sup> Objective 1: Effective contribution to the future development of JI. The JISC shall contribute to the consideration of Parties and other stakeholders of how JI can be further developed and used in the period beyond 2012, particularly through the revision of the JI guidelines; Objective 2: Greater efficiency in the continued operation of JI. The JISC shall secure resources required for the continued operation of the mechanism, including the processing of submissions relating to projects and accreditation, and strengthen its policy guidance to ensure its clarity and improve its usability in both the short and long term; Objective 3: Continued promotion of the mechanism. The JISC shall strengthen its outreach to ensure an enhanced understanding among stakeholders and policymakers.

<sup>10</sup> <[http://ji.unfccc.int/Sup\\_Committee/Meetings/031/repan2.pdf](http://ji.unfccc.int/Sup_Committee/Meetings/031/repan2.pdf)>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> This amount reflects the projected Track 1 and Track 2 fees for 2013 and the actual amounts for 2012.

<sup>c</sup> The estimated resource requirements in support of joint implementation. In accordance with decision 3/CMP.2, the executive and supervisory role of the Joint Implementation Supervisory Committee (JISC) includes the definition of the services and administrative support functions required by the JISC and its panels, committees and working groups, and the financial resources required to support this work.

<sup>d</sup> This represents the estimated income. In accordance with decision 7/CMP.1, the executive and supervisory role of the clean development mechanism (CDM) Executive Board includes the definition of the services and administrative support functions required by the CDM Executive Board and its panels, committees and working groups, and the financial resources required to support this work.

Table 27

**2014–2015 core budget post requirements for the Sustainable Development Mechanisms programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	3	3	0	–
General Service staff	1	1	0	–
<b>Total</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>–</b>

**F. Legal Affairs**

82. The overall purpose of the Legal Affairs (LA) programme is to provide legal advice and support on matters relating to the implementation of the Convention, the Kyoto Protocol, the agreed outcomes under the Bali Road Map and the Doha Climate Gateway as well as on the operations of the secretariat and the UNFCCC process, to:

(a) Convention and Kyoto Protocol bodies, including the new institutions and processes established under the Bali Road Map (decisions 1/CP.16, 2/CP.17 and 1/CP.18);

(b) The Executive Secretary, secretariat programmes and Parties.

83. The basic mandates of this programme are contained in several Articles of the Convention, including Article 7 (on the COP), Article 8, paragraph 2 (on the functions of the secretariat), Article 15 (on amendments to the Convention), Article 16 (on the adoption and amendment of annexes to the Convention) and Article 17 (on protocols). Further mandates are contained in several Articles of the Kyoto Protocol, including Article 13 (on the CMP), Article 14, paragraph 2 (on the functions of the secretariat), Article 18 (on procedures and mechanisms to determine and address cases of non-compliance), Article 20 (on amendments to the Protocol) and Article 21 (on the adoption and amendment of annexes to the Protocol). With respect to the Convention, additional mandates are contained in decisions of the COP, particularly decision 1/CP.13, which launched a comprehensive process to enable the full, effective and sustained implementation of the Convention through long-term cooperative action, now, up to and beyond 2012, decisions 1/CP.16 and 2/CP.17, as well as decision 1/CP.17, which launched a process to develop a protocol, another legal instrument or an agreed outcome with legal force under the Convention applicable to all Parties. With respect to the Kyoto Protocol, additional mandates are contained in decisions of the CMP, particularly decisions 27/CMP.1, 4/CMP.2, 9/CMP.2, 4/CMP.4, 1/CMP.1 and 1/CMP.7.

84. The focus of the work of the LA programme in the first half of the biennium 2012–2013 has been to provide solid legal advice and support to the Convention and Kyoto

Protocol bodies, Parties, other stakeholders, the Executive Secretary and secretariat programmes on matters relating to the implementation of the Convention and its Kyoto Protocol and the conduct of the intergovernmental process, as well as the operations of the secretariat. In the light of the expected conclusion at the end of 2012 of the negotiations under the Bali Road Map, the work of the LA programme has focused on providing effective support and advice to Parties' negotiations, particularly on the consideration of proposed amendments to the Kyoto Protocol relating to the second commitment period and the seamless transition from the end of the first commitment period to the commencement of the second commitment period, including by supporting Parties' negotiations on legal issues such as: entry into force of the second commitment period; the revision of the decisions on the methodological aspects of the Kyoto Protocol, including those relating to reporting and review; compliance; and the flexible mechanisms. Its work has also focused on the operationalization of new institutions and processes established under the agreed outcome of the Bali Action Plan concerning, inter alia: finance; technology, in particular the selection process for the host of the CTCN and the preparation of the draft host agreement; adaptation; measurement, reporting and verification processes; the initial meetings of the Adaptation Committee, the TEC and the Standing Committee on Finance; and supporting the initial phase of negotiations under the ADP.

85. In addition, there is a continuing demand for legal services with regard to: the additional period for fulfilling commitments (otherwise known as the true-up period); the operation of the Compliance Committee of the Kyoto Protocol; and the flexible mechanisms, including the review/appeals procedure contemplated for the CDM. The ever-increasing procurement and contractual activities of the secretariat continue to place enormous demands on the resources of the programme which aims to protect and secure the interests of the secretariat. Legal support continues to be provided on the conclusion of agreements and contractual arrangements for the operations of the secretariat and the UNFCCC process, in particular the arrangements for the interim secretariat for the Green Climate Fund, the arrangements for hosting the CTCN and the arrangements for the Regional Collaboration Centres for CDM project activities. All of these issues raise complex legal, political and practical questions that require timely, sound and well-considered responses and inter-programme consultation. Moreover, these activities contribute to the effective operation of the Convention and Kyoto Protocol bodies and enable the secretariat to achieve its goals.

86. The main challenge in the biennium 2014–2015 will be to ensure the continued provision of sound, timely and adequate legal advice and support to the bodies established under the Convention and its Kyoto Protocol, the Executive Secretary and secretariat programmes in the face of an increasingly complex climate change regime. In particular, the launch of the ADP process, the conclusion of the negotiations under the Bali Action Plan and the preparations for the compliance assessment process present new demands and challenges. Consequently, significant legal input will be required to support Parties' negotiations to develop a protocol, another legal instrument or an agreed outcome with legal force under the Convention applicable to all Parties due to be adopted at COP 21. This will entail thorough and comprehensive research and analysis concerning the design of the future climate change regime, the clarification of relevant legal tools and techniques and the development of options to inform negotiations by Parties. Further, the expected conclusion of the negotiations under the Bali Road Map will require continuing support in the initial phase of the second commitment period under the Kyoto Protocol. The end of the first commitment period will entail the provision of focused support to the reporting, review and compliance mechanisms of the Kyoto Protocol during the review of the annual submissions covering the last year of the first commitment period and the end of the true-up period, as well as to the preparations for the implementation of the compliance assessment process and the challenges related thereto. The operationalization of the many new institutions and

processes established under the Bali Action Plan will require increased legal inputs and support to ensure effective implementation. Finally, an ever-increasing volume of contractual and procurement activities, due to the rapid growth of the secretariat and its activities, will continue to require a concomitant increase in demand for legal services in order to safeguard the interests of the secretariat.

87. All of these activities will continue to require high-quality legal inputs from a wide range of public- and private-law disciplines.

88. The objectives, expected results, performance indicators (including baseline and target information) and relevant strategies for the LA programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 6 illustrates the organization of the programme.

Figure 6

**Organization of the Legal Affairs programme**

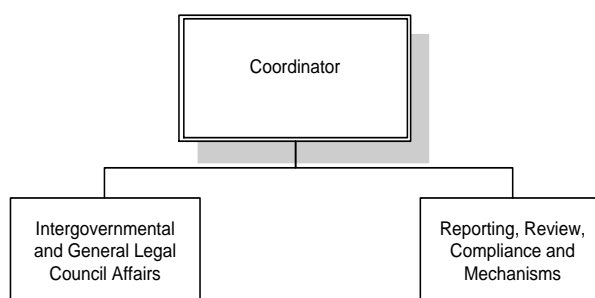


Table 28

**Objective 1 of the Legal Affairs programme: to provide legal advice and support so that the Convention and its Kyoto Protocol, as well as the outcomes from the negotiations under the Bali Road Map, are implemented and the associated intergovernmental process is conducted in accordance with legal, procedural and institutional requirements**

<i>Expected results</i>	<i>Performance indicators</i>
The Convention and its Kyoto Protocol, as well as any new international agreement(s) adopted thereunder, are interpreted and implemented in accordance with relevant legal, procedural and institutional requirements	<ul style="list-style-type: none"> <li>• The absence of complaints by Parties and other stakeholders regarding the timeliness and soundness of legal advice and support provided by the secretariat. Baseline: complaints are resolved within six months. Target: no complaints</li> <li>• The absence of complaints by Parties with respect to the legal support provided by the secretariat to the intergovernmental process. Baseline: complaints are resolved within six months. Target: no complaints</li> </ul>
The bodies established under the Convention and its Kyoto Protocol, including constituted bodies, as well as the intergovernmental process, function and operate in accordance with legal, procedural and institutional requirements	<ul style="list-style-type: none"> <li>• The proportion of concerns, issues or disputes raised by public/private entities against constituted bodies under the Convention and its Kyoto Protocol or their members that are addressed and resolved expeditiously and amicably and do not result in legal action against individuals serving on these constituted bodies. Baseline and target: concerns, issues or disputes are resolved within six months and no issues lead to legal action against any individual serving on such bodies</li> <li>• The absence of complaints by Parties and members of constituted bodies with respect to the legal advice and support provided to bodies established under the Convention and its Kyoto Protocol. Baseline: complaints are resolved within six months. Target: no complaints</li> </ul>

89. The programme will continue to conduct research on and analyses of emerging legal and institutional issues, with a view to preparing relevant guidance and information documents for Parties, secretariat staff and stakeholders, and to organize briefing sessions, as necessary. The preparation of analyses relating to the negotiation process under the ADP will be enhanced through recourse to external expertise and lessons learned and experiences under other treaty regimes.

90. A total of EUR 1.2 million from the core budget will be required in order to achieve the results under this objective.

Table 29

**Objective 2 of the Legal Affairs programme: to facilitate the operations of the secretariat and to ensure that they are conducted in accordance with legal, procedural and institutional requirements**

<i>Expected results</i>	<i>Performance indicators</i>
The operations of the secretariat and the UNFCCC process are conducted in accordance with applicable United Nations rules and regulations, the legislative authority of the Conference of the Parties, the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol and UNFCCC requirements	<ul style="list-style-type: none"> <li>• The proportion of contracts and other legal instruments between the secretariat and service providers, governments, other international organizations and other partners that are concluded expeditiously and in a legally sound manner, thereby facilitating the smooth operation of the secretariat and the UNFCCC process. Baseline and target: all contracts and other legal instruments are concluded in a timely and legally sound manner and any disputes arising therefrom are settled within 12 months.</li> <li>• The number of audit queries and queries raised by the United Nations Office of Legal Affairs on the adequacy and appropriateness of legal arrangements entered into by the secretariat. Baseline and target: no audit queries and queries raised by the United Nations Office of Legal Affairs</li> </ul>

91. The relatively small share of the core budget allocated to this objective does not reflect the priority given to this objective. Rather, it represents the situation where the bulk of the staff costs are funded through other budgetary sources. The LA programme will enhance legal support for the operations of the secretariat through research on, and analyses of, administrative and institutional issues, and the development of guidance documents for secretariat programmes on legal and institutional requirements relating to the operations of the secretariat, and will increase awareness within the secretariat by, inter alia, posting relevant documents on the Intranet and organizing briefing sessions for programmes on the work of the LA programme and the support available to them. It will ensure the preparation of solid legal and institutional advice through a proactive approach carried out in full consultation with relevant programmes, as well as through inter-programme mechanisms such as task forces.

92. A total of EUR 0.4 million from the core budget will be required in order to achieve the results under this objective.

Table 30

**Objective 3 of the Legal Affairs programme: to facilitate the effective operation of the compliance mechanism in support of the environmental integrity of the Kyoto Protocol and the credibility of the market mechanisms**

<i>Expected results</i>	<i>Performance indicators</i>
The Compliance Committee takes decisions based on best available information	<ul style="list-style-type: none"> <li>• The level of satisfaction expressed by members and alternate members of the Compliance Committee regarding the secretariat's support. Baseline and target: a high level of satisfaction</li> </ul>
The Conference of the Parties serving as	<ul style="list-style-type: none"> <li>• The absence of complaints raised by Parties with respect to the legal</li> </ul>



<i>Expected results</i>	<i>Performance indicators</i>
the meeting of the Parties to the Kyoto Protocol is provided with adequate and effective advice and support in the development of policy guidance to the Compliance Committee	advice and support provided by the secretariat in the development of policy guidance. Baseline and target: no complaints
Information on the actions taken by the Compliance Committee is made available to the Party concerned and other relevant actors, including the public, in a clear and timely fashion	<ul style="list-style-type: none"> <li>Information on the actions taken by the Compliance Committee is made available in a clear and timely fashion. Baseline: to ensure that 95% of documents are issued within the required timelines. Target: to ensure that 100% of documents are issued within the timelines set out in the relevant procedures</li> </ul>

93. Almost 40 per cent of the portion of the core budget assigned to this objective is allocated to the operating costs of the meetings of the Compliance Committee and the expenses related to the participation of experts, while the remaining 60 per cent relates to staffing and associated costs. This means that approximately 26 per cent of the LA programme's total proposed core budget is allocated to staffing and associated costs for objective 3 (see table 30). To ensure that a high level of technical and logistical support is provided to the conduct of the business of the Compliance Committee, the programme will encourage staff members to participate in training programmes on methods to enhance efficiency and effectiveness; strive towards the standardization of procedures and processes; maximize the synergies arising from the pooled expertise in the reporting, review, compliance and mechanisms work streams; and continue its close collaboration with related programmes, such as MDA and SDM.

94. A total of EUR 1.1 million from the core budget and EUR 0.5 million from other funding sources will be required in order to achieve the results under this objective.

Table 31  
2014–2015 resource requirements for the Legal Affairs programme

	2012–2013	2014–2015	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs <sup>b</sup>	1 941 505	2 093 520	152 015	7.8
Non-staff costs	687 804	587 316	(100 488)	(14.6)
<b>Total</b>	<b>2 629 309</b>	<b>2 680 836</b>	<b>51 527</b>	<b>2.0</b>
<b>Total supplementary fund<sup>c</sup></b>	<b>417 700</b>	<b>455 822</b>	<b>38 122</b>	<b>9.1</b>
<b>Total resources</b>	<b>3 047 009</b>	<b>3 136 658</b>	<b>89 649</b>	<b>2.9</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> One post will be upgraded from P-4 to P-5. To accommodate this change, work has been redistributed among existing staff within the Information Technology Services programme, thus allowing for the downgrade of one post from P-5 to P-4.

<sup>c</sup> FCCC/SBI/2013/6/Add.2, table 23.

Table 32  
2014–2015 core budget post requirements for the Legal Affairs programme

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				

	2012–2013	2014–2015	Variance	
			Post	%
Professional staff – P and above	6	6	0	–
General Service staff	4	4	0	–
<b>Total core budget posts</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>–</b>

## G. Conference Affairs Services

95. The overall purpose of the Conference Affairs Services (CAS) programme is to provide a conducive environment for UNFCCC events. The programme ensures that Parties receive high-quality official documentation for their negotiations and implementation activities in the six official languages of the United Nations and in good time for informed deliberations and decisions. CAS liaises with stakeholders, facilitates participation, especially by representatives of eligible Parties and observer organizations, and ensures a secure meeting environment. The programme provides the full range of conference-related facilities and services to the high standards expected by Parties.

96. The basic mandates of this programme are contained in Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (both on the functions of the secretariat), as well as in Article 7 of the Convention (on the COP) and Article 13 of the Kyoto Protocol (on the CMP). Additional mandates are contained in conclusions and decisions of the Convention and Kyoto Protocol bodies.

97. In the biennium 2012–2013 CAS continued to make logistical arrangements, including security arrangements and arrangements to facilitate the participation and registration of Parties and observer organizations, and edit and process UNFCCC documents for sessional meetings. In addition, the programme supported other meetings and workshops in Bonn, Germany, and abroad by preparing memorandums of understanding, pre-registering participants, facilitating visa matters and observer participation and/or assisting with logistical arrangements.

98. The main challenge for CAS in the biennium 2014–2015 will be to consolidate some of the new and innovative processes and systems implemented in the current biennium, with a view to further enhancing services to meeting participants, including more efficient registration processes, the timely delivery of official documents and reduced paper use.

99. The objectives, expected results, performance indicators and relevant strategies for the CAS programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 7 illustrates the organization of the programme.

Figure 7

### Organization of the Conference Affairs Services programme

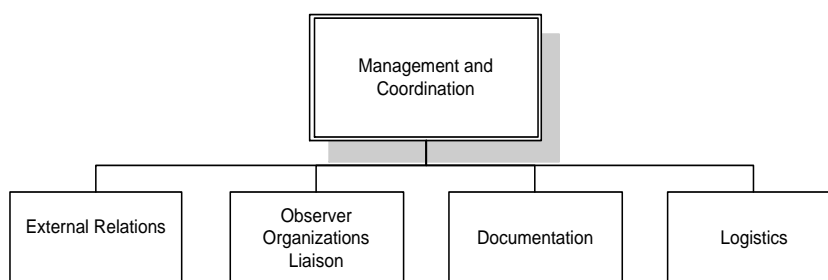


Table 33

**Objective 1 of the Conference Affairs Services programme: to advance the climate change intergovernmental process as a result of attendance at, active participation in and collaboration by representatives of Parties in UNFCCC conferences and events**

<i>Expected results</i>	<i>Performance indicators</i>
The intergovernmental process is facilitated through the provision of information, in-depth insight and analysis, problem-solving and the appropriate treatment of delegates according to protocol	<ul style="list-style-type: none"> <li>• The proportion of communications to which the Conference Affairs Services (CAS) programme responds. Baseline and target: to ensure that CAS responds to 100% of communications</li> <li>• The average response time</li> </ul>
Representatives from eligible Parties, including those eligible for funding through the Trust Fund for Participation in the UNFCCC Process, can attend all relevant meetings and actively participate in this process	<ul style="list-style-type: none"> <li>• The proportion of eligible participants funded</li> <li>• The average duration of the admission process (waiting and processing time). Baseline and target: less than three minutes</li> </ul>

100. The programme will manage the Trust Fund for Participation in the UNFCCC Process and maximize the effectiveness of available resources for the participation of representatives from Parties eligible for funding. CAS will facilitate the participation of representatives of Parties in the negotiating process by developing and making relevant information products available and maintaining the network of national focal points. The programme will continue to provide high-level protocol services during and between sessional meetings, in line with United Nations standards.

101. A total of EUR 1.0 million from the core budget will be required in order to achieve the results under this objective.<sup>11</sup>

Table 34

**Objective 2 of the Conference Affairs Services programme: to assist Parties in advancing the climate change intergovernmental process as a result of observer engagement therein**

<i>Expected results</i>	<i>Performance indicators</i>
Eligible members of civil society and intergovernmental organizations are admitted by the Conference of the Parties (COP) and enabled to attend sessions within the capacity limit	<ul style="list-style-type: none"> <li>• The number of organizations for which the COP disagrees with the eligibility assessment made by the secretariat. Baseline and target: none</li> </ul>
Input by observer organizations to the intergovernmental process is facilitated	<ul style="list-style-type: none"> <li>• The number of opportunities to make submissions to the negotiation process</li> <li>• The number of opportunities to intervene at plenary and contact group meetings as well as in-session workshops</li> <li>• The proportion of mandated outputs delivered and delivered on time</li> </ul>

102. The programme will facilitate the implementation of the conclusions of the SBI adopted in the biennium 2012–2013 relating to observer engagement. CAS will prepare timely assessments of the applications of organizations competent in matters related to the

<sup>11</sup> The requirements under the Trust Fund for Participation in the UNFCCC Process are provided in document FCCC/SBI/2013/6, table 6.

Convention for admission by the COP. It will facilitate observer engagement, including by working closely with support teams of presiding officers.

103. A total of EUR 0.8 million from the core budget and EUR 1.2 million from other funding sources will be required in order to achieve the results under this objective.

Table 35

**Objective 3 of the Conference Affairs Services programme: to facilitate the work of delegates and assist in the intergovernmental process by maintaining the quality, clarity and readability of documents and ensuring their timely availability**

<i>Expected results</i>	<i>Performance indicators</i>
Official documents are made available to stakeholders on time and in all six official languages of the United Nations, where applicable	<ul style="list-style-type: none"> <li>• The percentage of documents, including versions in the six official languages of the United Nations, that have been submitted to the Conference Affairs Services programme in accordance with United Nations deadlines and made available to Parties on time</li> </ul>

104. The programme will manage the editing, production, publishing and distribution of official documents, including official documents and correspondence. CAS, in collaboration with the United Nations Office at Geneva (UNOG), will ensure that documents are produced to the highest editorial standards and will continue to provide guidance to all secretariat programmes on the preparation of documents. Training will be provided, with a view to improving drafting skills and enhancing the readability of documents.

105. A total of EUR 0.8 million from the core budget will be required in order to achieve the results under this objective.

Table 36

**Objective 4 of the Conference Affairs Services programme: to provide suitable surroundings and comprehensive, state-of-the-art logistical and technical support so that meetings proceed smoothly and productively**

<i>Expected results</i>	<i>Performance indicators</i>
Comprehensive and functional conference facilities for participants in the climate change negotiation process are planned and provided for	<ul style="list-style-type: none"> <li>• The number of complaints received with regard to conference facilities</li> <li>• The number of reports of technical failures with regard to sound, projectors, electricity, and so on, relative to the size, duration and frequency of workshops and meetings</li> </ul>

106. CAS will continue to play an active role in the secretariat-wide coordination and scheduling of sessions, workshops and meetings and their efficient organization. The programme will coordinate the preparation of host country agreements and memorandums of understanding, make arrangements for security and conference services management, prepare comprehensive procurement plans for sessions and workshops and manage their implementation.

107. A total of EUR 0.9 million from the core budget and EUR 2.1 million from other funding sources will be required in order to achieve the results under this objective.

Table 37  
2014–2015 resource requirements for the Conference Affairs Services programme

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	2 988 539	3 082 128	93 589	3.1
Non-staff costs	199 300	183 974	(15 326)	(7.7)
<b>Subtotal</b>	<b>3 187 839</b>	<b>3 266 102</b>	<b>78 267</b>	<b>2.5</b>
<b>Core budget – tier 2</b>				
Staff costs	–	–	–	–
Non-staff costs	–	179 000	179 000	–
<b>Subtotal</b>	<b>–</b>	<b>179 000</b>	<b>179 000</b>	<b>–</b>
<b>Total core budget</b>				
Staff costs	2 988 539	3 082 128	93 589	3.1
Non-staff costs	199 300	362 974	163 674	82.1
<b>Subtotal</b>	<b>3 187 839</b>	<b>3 445 102</b>	<b>257 263</b>	<b>8.1</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>–</b>	<b>740 640</b>	<b>–</b>	<b>–</b>
<b>Bonn Fund</b>	<b>2 517 052</b>	<b>2 803 816</b>	<b>286 764</b>	<b>11.4</b>
<b>Total resources</b>	<b>5 704 891</b>	<b>6 989 558</b>	<b>1 284 663</b>	<b>22.5</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, table 24.

Table 38  
2014–2015 core budget post requirements for the Conference Affairs Services programme

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	9	9	0	–
General Service staff	5	5	0	–
<b>Total</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>–</b>

## H. Communications and Outreach

108. The Communications and Outreach (CO) programme is responsible for external communications, media relations, online public information and outreach to stakeholders in support of the Convention and the Kyoto Protocol. The programme leads the public advocacy work of the Climate Change Secretariat and the strategic high-level engagement of stakeholders involved in the development of climate change policies.

109. The basic mandates of this programme are contained in Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (both on the functions of the secretariat). Additional mandates are given in Article 6(b) of the Convention (on education, training and public awareness) and in Article 10(e) of the Kyoto Protocol (on cooperation

in, and promotion of, the development and implementation of education and training programmes).

110. During the biennium 2012–2013, the programme started strengthening outreach to stakeholders in support of the Convention and the Kyoto Protocol.<sup>12</sup> It continued working closely with the media to enhance the understanding of and accurate reporting on climate change and the intergovernmental process. The UNFCCC website, mobile phone applications, YouTube videos and the secretariat’s Facebook page continue to be crucial tools for the delivery of information to Parties and stakeholders. A new search function was launched on the UNFCCC website providing an integrated taxonomy search and a “browse topics” section to assist visitors in finding official documents easily. The programme contributed to efforts to enhance collaboration and information-sharing capability both for staff and for external users. Webcast services were provided for meetings and workshops of several bodies and groups, thereby contributing to transparency in the intergovernmental process.

111. The main challenge in the biennium 2014–2015 will be to secure the necessary funding and migrate the UNFCCC website to a new content management system, serving as an integrated platform for the website and all supporting systems.

112. The objectives, expected results, performance indicators and relevant strategies for the CO programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 8 illustrates the organization of the programme.

Figure 8  
**Organization of the Communications and Outreach programme**

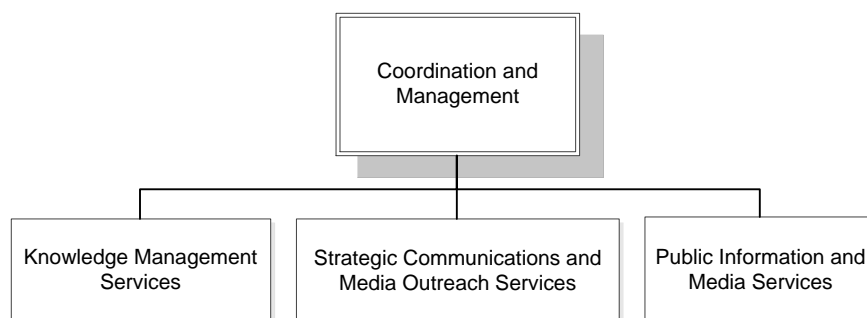


Table 39

**Objective 1 of the Communications and Outreach programme: to make available to Parties, observer organizations, the public and other stakeholders authoritative and up-to-date information regarding the UNFCCC process in a user-friendly and cost-efficient manner (Articles 6(b) and 8, paragraph 2, of the Convention and Articles 10(d) and 14, paragraph 2, of the Kyoto Protocol)**

<i>Expected results</i>	<i>Performance indicators</i>
The UNFCCC website and its applications are recognized as the central information source for authoritative, up-to-date, comprehensive and user-friendly information on the UNFCCC process	<ul style="list-style-type: none"> <li>• The volume of data downloaded per website visit</li> <li>• The number of interactive webcast sessions via social media (e.g. Facebook, Twitter)</li> </ul>

<sup>12</sup> Consequently, the programme name was changed from Communications and Knowledge Management Services to Communications and Outreach.

<i>Expected results</i>	<i>Performance indicators</i>
<p>The UNFCCC publications and information material meet the needs of Parties and stakeholders</p> <p>Global and specialist media, and non-governmental organizations are informed about the progress and decisions of the intergovernmental process and its objectives</p>	<ul style="list-style-type: none"> <li>• The level of user satisfaction with the information and data made available on the UNFCCC website through the secretariat’s social media channels and other information material</li> </ul>

113. The programme will support the communications and outreach work of the secretariat and will seek to increase the number of outreach partnerships, in particular with the private sector and other key stakeholders, with a view to facilitating enhanced action under the Convention.

114. The CO programme will continue to liaise with external organizations and the media and will respond to their requests and questions. The programme will provide members of the media with the necessary facilities and services at the sessions of the constituted bodies established under the Convention and its Kyoto Protocol, including press briefings, media relations and media and broadcasting services. The programme will continue to build the capacity of developing country media to inform the public about the climate change negotiations under the auspices of the United Nations.

115. The CO programme will seek supplementary funding and manage the relaunch of the UNFCCC website. The proposed new functionality would allow Parties, partners and observers to upload and download directly to and from the UNFCCC website and consult on extranets and social networking services.

116. The programme will continue to provide webcast services to the biannual meetings of the Parties and other meetings and similarly strengthen the use of mobile applications in support of the intergovernmental process.

117. A total of EUR 2.2 million from the core budget and EUR 2.4 million from other funding sources will be required in order to achieve the results under this objective.

Table 40

**Objective 2 of the Communications and Outreach programme: to facilitate the search and retrieval of UNFCCC documents and information and to improve knowledge-sharing and collaboration**

<i>Expected results</i>	<i>Performance indicators</i>
<p>Internal communication, collaboration and knowledge-sharing is improved through the use of the appropriate tools and systems</p>	<ul style="list-style-type: none"> <li>• The level of staff satisfaction with the Intranet</li> </ul>
<p>Parties, observers, secretariat staff and the general public have ready access to well-organized and comprehensive official documentation on the climate change negotiation process</p>	<ul style="list-style-type: none"> <li>• The amount of official documents downloaded</li> </ul>
<p>Records are managed in accordance with the secretariat’s policy and guidelines</p>	

118. The programme will continue to review all electronic and hard-copy files available in the secretariat to minimize the duplication and unnecessary retention of materials. CO will also continue to maintain and optimize documents, online databases and library

services. It will assess information management requirements and facilitate internal communication across the secretariat, with a view to further enhancing the productivity of staff. The CO programme will provide guidance to all secretariat programmes on how best to organize information and to handle sensitive information.

119. A total of EUR 1.2 million from the core budget and EUR 3.2 million from other funding sources will be required in order to achieve the results under this objective.

Table 41

**2014–2015 resource requirements for the Communications and Outreach programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	2 873 092	3 106 990	233 898	8.1
Non-staff costs	439 327	302 424	(136 903)	(31.2)
<b>Total</b>	<b>3 312 419</b>	<b>3 409 414</b>	<b>96 995</b>	<b>2.9</b>
<b>Bonn Fund</b>	<b>157 800</b>	<b>140 000</b>	<b>(17 800)</b>	<b>(11.3)</b>
<b>Total supplementary fund<sup>b</sup></b>	<b>5 557 440</b>	<b>5 494 858</b>	<b>(62 582)</b>	<b>(1.1)</b>
<b>Total resources</b>	<b>9 027 659</b>	<b>9 044 272</b>	<b>16 613</b>	<b>0.2</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> FCCC/SBI/2013/6/Add.2, tables 25–34.

Table 42

**2014–2015 core budget post requirements for the Communications and Outreach programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	10	11	1	10.0
General Service staff	6	5	(1)	(16.7)
<b>Total</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0</b>

**I. Information Technology Services**

120. The **overall purpose** of the Information Technology Services (ITS) programme is to provide both specialized information systems services to enable the secretariat to deliver the mandated outputs and to provide personal productivity and information technology (IT) infrastructure services for the secretariat. Those services include conference support, the implementation of the reporting and review requirements under the Convention and its Kyoto Protocol and the daily operations of the secretariat.

121. The **basic mandates** of the ITS programme are contained in Article 12 of the Convention (on the communication of information related to implementation), Articles 5, 7 and 8 of the Kyoto Protocol (which define basic reporting and review requirements under the Kyoto Protocol) and Articles 6, 12 and 17 of the Kyoto Protocol (which define project-based mechanisms and emissions trading under the Kyoto Protocol). Other relevant mandates can be found in Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (on the functions of the secretariat). These basic



mandates are complemented by decisions of the COP and the CMP relevant to the provision of information systems supporting the implementation of the mandates given to the secretariat.

122. The focus of the work of the ITS programme in the biennium 2012–2013 has been to consolidate and rationalize service delivery following the IT centralization that occurred during the biennium 2010–2011. Increased governance has been implemented in order to enhance effectiveness and efficiency through standardized processes, innovation and synergies.

123. The main challenge in the biennium 2014–2015 will be to deliver mandated systems and provide a sustainable and coherent IT infrastructure for the secretariat.

124. The objectives, expected results, performance indicators and relevant strategies for the ITS programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 9 illustrates the organization of the programme.

Figure 9

**Organization of the Information Technology Services programme**

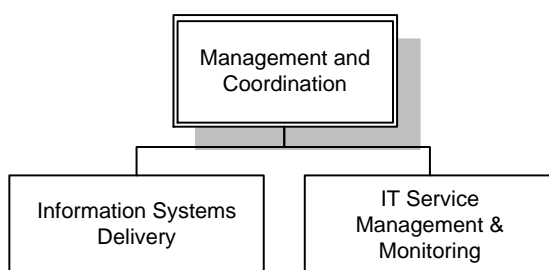


Table 43

**Objective 1 of the Information Technology Services programme: to maintain and strengthen the secretariat’s information technology infrastructure**

<i>Expected results</i>	<i>Performance indicators</i>
Support services meet user requirements	<ul style="list-style-type: none"> <li>The proportion of IT service requests responded to and completed within 90 days. Baseline: 70% of requests. Target: 90% of requests</li> </ul>
Conferences and workshops are supported by effective and efficient information technology (IT) services	<ul style="list-style-type: none"> <li>The proportion of conferences and workshops serviced at the agreed levels. Baseline and target: to ensure that 100% are serviced at the agreed levels</li> </ul>
Communications, data centre and related infrastructure services are supplied in accordance with agreed service levels	<ul style="list-style-type: none"> <li>Infrastructure services availability during service hours. Baseline: 95% availability. Target: 98% availability</li> </ul>

125. The programme will maintain the essential IT infrastructure and related services to ensure that the UNFCCC computers, e-mail, mobile devices, communication systems, networks and data centres are available and secure. ITS will meet the increasing requirements for IT services in support of negotiations, as well as for the various workshops and meetings of bodies established under the Convention and its Kyoto Protocol, such as the CDM Executive Board, the JISC and the Compliance Committee, including by outsourcing a number of services to an external data centre.

126. A total of EUR 4.9 million from the core budget and EUR 0.2 million from other funding sources will be required in order to achieve the results under this objective.

Table 44

**Objective 2 of the Information Technology Services programme: to maintain and enhance the UNFCCC information systems**

<i>Expected results</i>	<i>Performance indicators</i>
Mandated systems meet the specified requirements	<ul style="list-style-type: none"> <li>Mandated systems are operated and supported in accordance with defined service levels</li> </ul>
Business-enabling systems, including collaboration and web services, are operated and maintained at agreed service levels	<ul style="list-style-type: none"> <li>The average availability of business-enabling systems. Baseline: 95% availability. Target: 98% availability</li> </ul>

127. The programme will continue to ensure consistent system delivery capacity and related services. ITS will meet the secretariat’s current and anticipated mandates for information systems support both through the use of core staffing resources and through the outsourcing of delivery, as appropriate. However, the continued enhancement of core capabilities is crucial to the programme’s ability to deliver consistent and coherent support in this area.

128. A total of EUR 1.6 million from the core budget will be required in order to achieve the results under this objective.

Table 45

**2014–2015 resource requirements for the Information Technology Services programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs	3 481 799	3 653 448	171 649	4.9
Non-staff costs	2 560 418	2 517 756	(42 662)	(1.7)
<b>Subtotal</b>	<b>6 042 217</b>	<b>6 171 024</b>	<b>128 987</b>	<b>2.1</b>
<b>Core budget – tier 2</b>				
Staff costs	–	125 600	125 600	–
Non-staff costs	–	220 000	220 000	–
<b>Subtotal</b>	<b>–</b>	<b>345 600</b>	<b>345 600</b>	<b>–</b>
<b>Total core budget</b>				
Staff costs	3 481 799	3 653 448	171 649	4.9
Non-staff costs	2 560 418	2 863 176	302 758	11.8
<b>Total</b>	<b>6 042 217</b>	<b>6 516 624</b>	<b>474 407</b>	<b>7.9</b>
<b>International transaction log</b>	<b>5 110 992</b>	<b>5 788 460</b>	<b>677 468</b>	<b>(13.3)</b>
<b>Bonn Fund</b>	<b>492 444</b>	<b>223 480</b>	<b>(268 964)</b>	<b>(54.6)</b>
<b>Total resources</b>	<b>11 645 653</b>	<b>12 528 564</b>	<b>882 911</b>	<b>7.6</b>

<sup>a</sup> As per decision 18/CP.17, the extraordinary 3 per cent extraordinary dividend is deducted from the 2012–2013 core budget amounts.

Table 46  
**2014–2015 core budget post requirements for the Information Technology Services programme**

	2012–2013	2014–2015	Variance	
			Post	%
<b>Core budget – tier 1</b>				
Professional staff – P and above	12	12	–	–
General Service staff	6	6	–	–
<b>Subtotal</b>	<b>18</b>	<b>18</b>	<b>–</b>	<b>–</b>
<b>Core budget – tier 2</b>				
Professional staff – P and above	–	–	–	–
General Service staff	–	1	1	–
<b>Subtotal</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>–</b>
<b>Total core budget posts</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>5.5</b>

## J. Administrative Services

129. The overall function of the Administrative Services (AS) programme is to provide central services for the management of the human and financial resources of the secretariat, the development of financial and administrative policies and guidelines, procurement, premises and property management and travel arrangements.

130. The basic mandates of this programme are contained in Article 8, paragraph 2, of the Convention and Article 14, paragraph 2, of the Kyoto Protocol (on the functions of the secretariat). Additional mandates are contained in decisions and conclusions of the Convention and Kyoto Protocol bodies, particularly decision 15/CP.1 (on financial procedures).

131. During the biennium 2012–2013, the AS programme strengthened its capacity to cope with a significant increase in its workload, to provide adequate services for an expanding secretariat, including an office move, and to support arrangements for a large number of sessions and meetings, including those relating to future processes under the Convention and its Kyoto Protocol, such as setting up the interim secretariat for the Green Climate Fund and the CTCN.

132. The main challenge in the biennium 2014–2015 will be to adjust the administrative services to any changes in the size and complexity of the tasks given to the secretariat. The programme will enhance efforts to maintain service levels for all programmes as the secretariat offices will be split over three locations in Bonn. The AS programme will also facilitate electronic records management within the secretariat.

133. The objectives, expected results, performance indicators and relevant strategies for the AS programme, as well as its total resource requirements for the biennium 2014–2015, are shown below. Figure 10 illustrates the organization of the programme.

Figure 10  
**Organization of the Administrative Services programme**

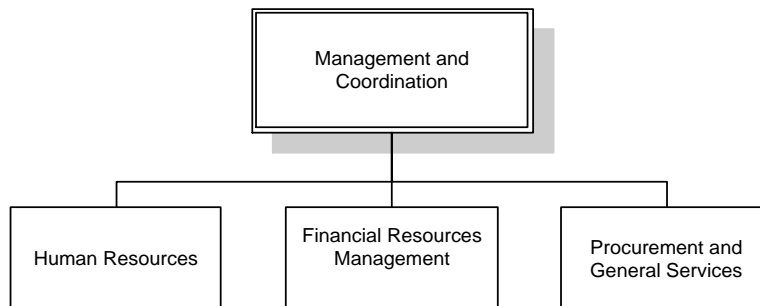


Table 47  
**Objective 1 of the Administrative Services programme: to facilitate the mobilization, allocation and utilization of resources (Article 8, paragraph 2(f), of the Convention, Article 14, paragraph 2, of the Kyoto Protocol and decision 15/CP.1)**

<i>Expected results</i>	<i>Performance indicators</i>
Parties are kept fully informed with regard to the receipt and utilization of financial resources	<ul style="list-style-type: none"> <li>Financial statements are made available to Parties in a timely manner</li> </ul>
Coherence and transparency in fundraising and the use of funds	<ul style="list-style-type: none"> <li>The proportion of donor reports submitted on time</li> </ul>
Optimal budget implementation rate	<ul style="list-style-type: none"> <li>Expenditure levels compared to the approved budget. Target: 99%</li> </ul>
Compliance with United Nations financial regulations and rules and UNFCCC financial procedures	<ul style="list-style-type: none"> <li>The implementation rate of audit recommendations relating to financial and administrative matters. Baseline: 70% implementation rate. Target: 90% implementation rate</li> </ul>

134. Fundraising activities continue to be of paramount importance, especially in the current financial environment. The programme will continue to strengthen fundraising and donor liaison activities. AS will also continue to coordinate and manage the secretariat-wide programme on enhancing the efficiency of secretariat operations through the application of the “lean approach” to process improvement. The programme will play a key role in building a culture of continuous improvement and efficiency.

135. AS will lead the implementation of the International Public Sector Accounting Standards in close cooperation with UNOG.

136. The programme will require EUR 0.04 million from the core budget and EUR 5.3 million from other funding sources in order to achieve the expected results under this objective, including the services provided by the United Nations in relation to payroll processing, treasury management, the management information system, external audits by the United Nations Board of Auditors and internal audits by the Office of Internal Oversight Services.

Table 48

**Objective 2 of the Administrative Services programme: to facilitate the timely recruitment and retention of staff who meet the highest standards of efficiency, competence and integrity in order to support mandated activities to the largest extent possible (Article 8, paragraph 2(f), of the Convention and Article 14, paragraph 2, of the Kyoto Protocol)**

<i>Expected results</i>	<i>Performance indicators</i>
Competent and motivated staff reflecting a broad geographic spectrum and gender balance are recruited and retained	<ul style="list-style-type: none"> <li>• The percentage of staff from non-Annex I Parties. Actual figures as at March 2013: 50% of staff in the Professional category and above are from non-Annex I Parties. Target: to increase this percentage</li> <li>• The percentage of women in posts in the Professional and higher categories. Actual figures as at March 2013: 41% of staff in the Professional category and above are women. Target: to increase this percentage to 50%</li> <li>• The percentage of recruitment completed within the required time frame. Baseline: four months per Professional post from advertising to approval by the Executive Secretary. Target: to reduce this time frame to three months</li> </ul>
Staff are provided with adequate training and development opportunities, enabling them to achieve their full potential at work	<ul style="list-style-type: none"> <li>• The percentage of training costs versus total staff costs</li> </ul>

137. The AS programme will maximize the effectiveness and efficiency of key human resources processes, policies and practices to reflect the requirements of a modern and top-performing organization. The programme has initiated a review of the secretariat's performance management system, with a view to implementing a revised system across the secretariat in 2014. A strategic framework for career and professional development, staff retention, workforce planning, staff mobility and a system of rewards and sanctions are under development for implementation in 2014. A set of development programmes, including leadership and management development, will be implemented with a view to raising the general level of core, management and leadership skills among staff. AS will enhance efforts to increase the percentage of female staff and the geographic distribution of staff.

138. The programme will require EUR 1.6 million from the core budget and EUR 6.1 million from other funding sources in order to achieve the expected results under this objective.

Table 49

**Objective 3 of the Administrative Services programme: to provide travel, procurement and general services that respond adequately to the needs of Parties and the secretariat (Article 8, paragraph 2(f), of the Convention and Article 14, paragraph 2, of the Kyoto Protocol)**

<i>Expected results</i>	<i>Performance indicators</i>
The travel of delegates and staff to official meetings is arranged effectively and efficiently	<ul style="list-style-type: none"> <li>• The proportion of participants attending meetings versus nominations</li> </ul>
The procurement of goods and services is	<ul style="list-style-type: none"> <li>• The percentage of procurement cases processed within</li> </ul>

*Expected results**Performance indicators*

carried out in a cost-effective and efficient manner in accordance with United Nations regulations and rules and with UNFCCC policies

established time frames

139. The AS programme intends to review all work processes relating to procurement, travel and general services, with a view to streamlining and automating work processes and work flows. It will continue to monitor participant and staff travel to ensure the least costly application of travel rules and entitlements and to coordinate with the United Nations system to ensure that system-wide changes are implemented. The programme also strives to reduce the environmental impact of the secretariat's operations and will ensure the continuity of business operations as the secretariat is split between three locations.

140. The programme will require EUR 2.2 million from the core budget and EUR 6.3 million from other funding sources in order to achieve the expected results under this objective.

Table 50

**2014–2015 resource requirements for the Administrative Services programme**

	2012–2013 (EUR)	2014–2015 (EUR)	Variance	
			EUR	%
<b>Core budget<sup>a</sup> – tier 1</b>				
Staff costs <sup>b</sup>	1 048 415	862 800	(185 615)	(17.7)
Non-staff costs	2 094 290	2 186 060	91 770	4.4
<b>Subtotal</b>	<b>3 142 705</b>	<b>3 048 860</b>	<b>(93 845)</b>	<b>(3.0)</b>
<b>Core budget – tier 2</b>				
Staff costs <sup>b</sup>	–	448 000	448 000	–
Non-staff costs	–	279 216	279 216	–
<b>Subtotal</b>	<b>–</b>	<b>727 216</b>	<b>727 216</b>	<b>–</b>
<b>Total core budget</b>				
Staff costs <sup>b</sup>	1 048 415	1 310 800	262 385	25.0
Non-staff costs	2 094 290	2 465 276	370 986	17.7
<b>Total</b>	<b>3 142 705</b>	<b>3 776 076</b>	<b>633 371</b>	<b>20.2</b>
<b>Programme support costs<sup>c</sup></b>	<b>15 334 800</b>	<b>17 652 070</b>	<b>2 317 270</b>	<b>15.1</b>
<b>Total supplementary fund</b>	<b>220 000</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total resources</b>	<b>18 697 505</b>	<b>21 428 146</b>	<b>2 730 641</b>	<b>14.6</b>

<sup>a</sup> Secretariat-wide operating costs. As per decision 18/CP.17, the extraordinary 3 per cent efficiency dividend is deducted from the 2012–2013 core budget amounts.

<sup>b</sup> The cost of recruitment, the separation of staff from the organization and after-service health insurance.

<sup>c</sup> The programme support costs and staffing requirements for the biennium 2012–2013 are contained in document FCCC/SBI/2013/6, tables 8 and 9. The programme support costs and staffing requirements for the biennium 2010–2011 are contained in document FCCC/SBI/2011/2, tables 8 and 9.

## Annex I

### Proposed programme budget for the biennium 2014–2015 by source of funding

Table 51 indicates the total funding requirements by programme for the core budget, fee-based income for the clean development mechanism and joint implementation, and other trust funds. It also reflects the projected income by source in the biennium 2014–2015. The distribution of sources of funding for the 2014–2015 programme budget are as follows: core budget, 36 per cent; fee-based income, 37 per cent; and other trust funds, 27 per cent.

Table 51  
Programme budget for the biennium 2014–2015 by source of funding

	<i>Resource requirements</i>			<i>Total (EUR)</i>
	<i>Core budget (EUR)</i>	<i>Other trust funds<sup>a</sup> (EUR)</i>	<i>Fee-based income (EUR)</i>	
<b>Expenditure</b>				
<b>A. Programme appropriations</b>				
Executive Direction and Management	5 373 364	804 640		6 178 004
Mitigation, Data and Analysis	20 108 035	13 789 901		33 897 936
Finance, Technology and Capacity-building	5 616 070	2 804 630		8 420 700
Adaptation	3 957 056	8 681 129		12 638 185
Sustainable Development Mechanisms	1 105 554	–		1 105 554
Clean development mechanism			55 099 758	55 099 758
Joint implementation			2 344 793	2 344 793
Legal Affairs	2 680 836	455 822		3 136 658
Conference Affairs Services	3 445 102	740 640		4 185 742
Bonn Fund		2 803 816		2 803 816
Communications and Outreach	3 409 414	5 494 858		8 904 272
Bonn Fund		140 000		140 000
Information Technology Services	6 516 624			6 516 624
International transaction log		5 788 460		5 788 460
Bonn Fund		223 480		223 480
<b>B. Secretariat-wide operating costs</b>	3 776 076	–		3 776 076
<b>Subtotal (A + B)</b>	<b>55 988 131</b>	<b>41 727 376</b>	<b>57 444 551</b>	<b>155 160 058</b>
<b>C. Programme support costs (overheads)<sup>b</sup></b>	7 278 463	5 424 559	7 467 792	20 170 814
<b>D. Adjustment to the working capital reserve</b>	611 275	31 770 <sup>c</sup>		643 045
<b>Total (A + B + C + D)</b>	<b>63 877 869</b>	<b>47 183 705</b>	<b>64 912 343</b>	<b>175 973 917</b>
<b>Income</b>				
Contribution from the Host Government	1 533 876	3 579 044		5 112 920
Indicative contributions	62 343 993			62 343 993

	<i>Resource requirements</i>			<i>Total</i> (EUR)
	<i>Core budget</i> (EUR)	<i>Other trust funds<sup>a</sup></i> (EUR)	<i>Fee-based income</i> (EUR)	
Voluntary contributions		37 031 931		37 031 931
Fees to the international transaction log		6 572 730		6 572 730
Registration and accreditation fees: share of proceeds			31 229 200	31 229 200
Estimated resource requirements to be covered from accumulated surplus			33 683 143	33 683 143
<b>Total income</b>	<b>63 877 869</b>	<b>47 183 705</b>	<b>64 912 343</b>	<b>175 973 917</b>

<sup>a</sup> Other trust funds include the Trust Fund for Supplementary Activities, the Trust Fund for the Special Annual Contribution from the Government of Germany (Bonn Fund) and the Trust Fund for the International Transaction Log. Resource requirements under the Trust Fund for Participation in the UNFCCC Process depend upon the number of sessional meetings and the number of funded participants, in line with document FCCC/SBI/2013/6, table 6.

<sup>b</sup> Standard 13 per cent applied by the United Nations for administrative support.

<sup>c</sup> The operating reserve has been set at 8.3 per cent of estimated expenditure of the international transaction log for one year.



## Annex II

## Core budget posts by programme

Table 52 indicates the proposed core budget posts by programme under tier 1 of the proposed budget for the biennium 2014–2015. Table 53 presents the proposed core budget posts by programme under tier 2.

Table 52  
2014–2015 tier 1 core budget posts by programme

		ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	GS	Total
EDM	2012–2013	1.0	2.0	1.0	1.0	1.0	2.0	1.0	9.0	7.5	16.5
	2014–2015	1.0	2.0	1.0	3.0	–	4.0	1.0	12.0	8.5	20.5
	<i>Variance</i>	–	–	–	2.0	(1.0)	2.0	–	3.0	1.0	4.0
MDA	2012–2013	–	–	1.0	3.0	10.0	12.0	4.0	30.0	11.0	41.0
	2014–2015	–	–	1.0	3.0	10.0	12.0	4.0	30.0	11.0	41.0
	<i>Variance</i>	–	–	–	–	–	–	–	–	–	–
FTC	2012–2013	–	–	1.0	2.0	4.0	6.0	2.0	15.0	7.0	22.0
	2014–2015	–	–	1.0	2.0	4.0	6.0	2.0	15.0	7.0	22.0
	<i>Variance</i>	–	–	–	–	–	–	–	–	–	–
Adaptation	2012–2013	–	–	1.0	3.0	4.0	3.0	1.0	12.0	4.0	16.0
	2014–2015	–	–	1.0	3.0	4.0	2.0	3.0	13.0	3.0	16.0
	<i>Variance</i>	–	–	–	–	–	(1.0)	2.0	1.0	(1.0)	–
SDM	2012–2013	–	1.0	–	–	2.0	–	–	3.0	1.0	4.0
	2014–2015	–	1.0	–	–	2.0	–	–	3.0	1.0	4.0
	<i>Variance</i>	–	–	–	–	–	–	–	–	–	–
LA	2012–2013	–	–	1.0	–	4.0	1.0	–	6.0	4.0	10.0
	2014–2015	–	–	1.0	1.0	3.0	1.0	–	6.0	4.0	10.0
	<i>Variance</i>	–	–	–	1.0	(1.0)	–	–	–	–	–
CAS	2012–2013	–	–	1.0	2.0	1.0	4.0	1.0	9.0	5.0	14.0
	2014–2015	–	–	1.0	2.0	1.0	4.0	1.0	9.0	5.0	14.0
	<i>Variance</i>	–	–	–	–	–	–	–	–	–	–
CO	2012–2013	–	–	–	1.0	2.0	6.0	1.0	10.0	6.0	16.0
	2014–2015	–	–	–	1.0	2.0	6.0	2.0	11.0	5.0	16.0

**FCCC/SBI/2013/6/Add.1**

		<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>GS</i>	<i>Total</i>
	<i>Variance</i>	–	–	–	–	–	–	1.0	1.0	(1.0)	–
ITS	2012–2013	–	–	1.0	3.0	2.0	3.0	3.0	12.0	6.0	18.0
	2014–2015	–	–	1.0	2.0	3.0	3.0	3.0	12.0	6.0	18.0
	<i>Variance</i>	–	–	–	(1.0)	1.0	–	–	–	–	–
<b>Total</b>	<b>2012–2013</b>	<b>1.0</b>	<b>3.0</b>	<b>7.0</b>	<b>15.0</b>	<b>30.0</b>	<b>37.0</b>	<b>13.0</b>	<b>106.0</b>	<b>51.5</b>	<b>157.5</b>
	<b>2014–2015</b>	<b>1.0</b>	<b>3.0</b>	<b>7.0</b>	<b>17.0</b>	<b>29.0</b>	<b>38.0</b>	<b>16.0</b>	<b>111.0</b>	<b>50.5</b>	<b>161.5</b>
	<i>Variance</i>	–	–	–	<b>2.0</b>	<b>(1.0)</b>	<b>1.0</b>	<b>3.0</b>	<b>5.0</b>	<b>(1.0)</b>	<b>4.0</b>

*Abbreviations:* ASG = Assistant Secretary-General, D = Director, P = Professional, GS = General Service, EDM = Executive Direction and Management, MDA = Mitigation, Data and Analysis, FTC = Finance, Technology and Capacity-building, SDM = Sustainable Development Mechanisms, LA = Legal Affairs, CAS = Conference Affairs Services, CO = Communications and Outreach, ITS = Information Technology Services.

*Note:* The distribution of posts for the Administrative Services programme is contained in document FCCC/SBI/2013/6, table 8.

Table 53  
**2014–2015 tier 2 core budget posts by programme**

		<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>GS</i>	<i>Total</i>
ITS	2014–2015	–	–	–	–	–	–	–	–	1.0	1.0
MDA	2014–2015	–	–	–	–	5.0	12.0	3.0	20.0	4.0	24.0
<b>Total</b>	<b>2014–2015</b>	–	–	–	–	<b>5.0</b>	<b>12.0</b>	<b>3.0</b>	<b>20.0</b>	<b>5.0</b>	<b>25.0</b>

*Abbreviations:* ASG = Assistant Secretary-General, D = Director, P = Professional, GS = General Service, ITS = Information Technology Services, MDA = Mitigation, Data and Analysis.