



## Convention to Combat Desertification

Distr.: General  
20 July 2011

Original: English

---

### Conference of the Parties

#### Tenth session

Changwon, Republic of Korea, 10–21 October 2011

Item 7 (b)

#### Programme and budget

#### Financial Performance for the Convention Trust Funds

### Report on the implementation of the costed two-year work programme of the Global Mechanism (2010–2011)

#### *Summary*

Pursuant to decisions 3/COP.8, 6/COP.9, 11/COP.9 and 13/COP.9, this report presents the contributions of the Global Mechanism (GM) of the United Nations Convention to Combat Desertification (UNCCD) to the implementation of the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy) for the biennium 2010–2011. The report summarizes the main accomplishments of the GM and outputs on the basis of the new results-based management framework adopted by the COP as The Strategy.

Programme implementation focused on operational objective 5 of The Strategy on financing and technology transfer. The GM supported country Parties in the development and implementation of integrated investment frameworks (IIF) and integrated financing strategies (IFSs) for sustainable land management (SLM), engaged with developed country Parties and international financing institutions to facilitate the provision of SLM finance, and supported UNCCD stakeholders in the identification, assessment and mobilization of innovative sources of finance and the promotion of technology transfer.

Furthermore, the GM carried out finance-related activities focusing on operational objectives 1 and 2 of The Strategy on advocacy, awareness raising and education, and policy framework issues, respectively. Areas of engagement included support to civil society organizations to contribute to IFS/IIF processes, implementation of UNCCD national action programmes (NAP), mainstreaming SLM into national policy processes, and NAP alignment. The GM priorities for 2010–2011 are also reflected by the budget expenditures. Most of the budget expenditures are devoted to operational objective 5 as well as to activities in Africa.

## Contents

	<i>Paragraphs</i>	<i>Page</i>
I. Introduction .....	1	3
II. The results-based management framework of the Global Mechanism: implementation and lessons learned.....	2–8	3
III. Accomplishments of the Global Mechanism .....	9–38	4
A. Operational objective 5: Financing and technology transfer .....	10–29	5
B. Operational objective 1: Advocacy, awareness raising and education .....	30–33	13
C. Operational objective 2: Policy framework .....	34–38	15
IV. Executive Direction and Management .....	39–46	16
V. Budget expenditures .....	47–57	20
A. Introduction .....	47–48	20
B. Description.....	49–57	21
VI. Conclusions and recommendations .....	58–60	25

## I. Introduction

1. Pursuant to decisions 3/COP.8, 6/COP.9, 11/COP.9 and 13/COP.9, this report presents the contributions of the Global Mechanism (GM) of the United Nations Convention to Combat Desertification (UNCCD) to the implementation of the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy) for the biennium 2010–2011. It was prepared in June 2011 and is focused on activities conducted and results achieved between 1 January 2010 and 31 May 2011. Budgetary information covers the period from 1 January 2010 to 31 March 2011. The report is based on the work programme of the GM for 2010–2011, which was adopted by the Conference of the Parties (COP) and can be found in annex III to decision 1/COP.9, and the template for the work programme can be found in annex III to decision 9/COP.9, as informed by the results-based management (RBM) logical framework of the Convention, namely the strategic and operational objectives in The Strategy.

## II. The results-based management framework of the Global Mechanism: implementation and lessons learned

2. The GM programme and budget for the biennium 2010–2011 was the first to be prepared and implemented following the adoption of the RBM principles by the UNCCD.

3. In accordance with The Strategy, which assigns the GM a central responsibility in contributing to operational objective 5 and a supporting role in operational objectives 1 and 2, the GM identified 23 expected accomplishments and related performance indicators as thematic priorities for the biennium 2010–2011, which are to be achieved jointly with other UNCCD stakeholders, including both developed and developing country Parties, international financing institutions (IFIs) and civil society organizations (CSOs). Additionally, 64 outputs were defined as key deliverables to be achieved by the regional and strategic programmes of the GM, as well as by Executive Direction and Management.<sup>1</sup> In order to achieve these outputs, all programmes prepared costed work packages.

4. In accordance with the the adopted work plan, an RBM-based monitoring and evaluation (M&E) system has been put in place in order to monitor: (1) the implementation of work packages; (2) the achievements of outputs; (3) the achievement of performance indicators; and (4) budget expenditures per output, geographical location and cost item.

5. After 17 months of implementing programmes based on the new RBM system, preliminary lessons learned can be drawn up, identifying the main challenges and benefits of the new planning system.

6. The RBM system provided the GM with the following benefits that contributed to effective programme performance and output delivery:

(a) Programme implementation and the M&E system have targeted and focused activities on the expected accomplishments, and have enabled a more effective delivery of outputs and setting of priorities;

---

<sup>1</sup> GM's regional programmes: Asia & Pacific, Latin America & the Caribbean, North Africa, West & Central Africa, Focal Point for Central and Eastern Europe countries; GM's strategic programmes: Climate Change Finance, Economic & Financing Instruments, Forest Finance, Market Access & Trade, Policy and Investment Analysis, South to South Cooperation; Executive Direction and Management: Staff Development, Budget, Communication, Senior Management.

(b) Results-based budgeting (RBB) enabled the management of the GM to have a better overview on budget expenditures per output/operational objective, region and cost item. This information facilitated informed decisions for supervising GM programmes;

(c) The RBM framework strengthened the links between strategic orientation and programme delivery, and enhanced the operational modalities of the GM, i.e. country engagement modalities (CEM) and the Consolidated Strategy and Enhanced Approach; and

(d) Close cooperation between the GM RBM Task Force and colleagues at the secretariat has ensured the constant sharing of experiences and identification of suitable approaches to address challenges.

7. Despite the various benefits mentioned above, several challenges have been identified and addressed during the RBM/RBB process:

(a) The establishment of an effective RBM M&E system required substantial human resources. One major challenge was to create synergies between the various tools to monitor performance/output indicators and budget expenditures without creating duplications of efforts and unnecessary reporting;

(b) Implementation of the RBM work plan showed that there was overlapping in some of the performance indicators and they were therefore difficult to monitor (e.g. 5.2.01/2.1.01, 5.1.01/1.2.01, 5.4.02/2.5.01). These indicators have been reformulated or merged for the next biennium in order to ensure coherent reporting;

(c) There have been difficulties in collecting and measuring data for some performance indicators because of lack of data, attribution and other factors (e.g. 5.2.03, 5.3.02, 5.3.03);

(d) Numerous expected accomplishments, performance indicators and outputs had been designed in order to provide clear guidance for a strategic programme implementation. In practice, it was not always possible to link a specific activity to just one indicator, since the activity may contribute to several accomplishments, making reporting challenging. Therefore, the number of expected accomplishments and outputs has been reduced in the proposed GM work plan for the next biennium; and

(e) Although the RBM system aims at assessing the results of the GM based on the defined performance indicators, available information often only enables outputs to be monitored and evaluated. Proper impact assessment remains a challenge, but as requested, the GM is developing an impact methodology.<sup>2</sup>

8. In conclusion, the application of the new RBM system has been very beneficial for the GM, facilitating the services requested by the COP. The challenges have been identified and are being addressed in the revised GM work plan (2012–2015) and work programme (2012–2013).

### **III. Accomplishments of the Global Mechanism**

9. The main accomplishments of the GM are presented on the basis of the expected accomplishments and performance indicators adopted by the COP through decision 1/COP.9, annex III. Programme implementation focused on the following two corporate objectives, as defined in the GM work programme for 2010-2011:

---

<sup>2</sup> See also document ICCD/COP(10)/3 for a presentation of the proposed GM results and impact methodology. The full methodology will be presented at the tenth session of the COP for the perusal and consideration of COP as a Conference Room Paper.

(a) To support country Parties in developing integrated investment frameworks (IIFs) to address desertification, land degradation and drought (DLDD) and sustainable land management (SLM); and

(b) To identify and facilitate access to financing opportunities in cooperation and partnership with national institutions and international organizations, in particular innovative financing to upscale finance for SLM at country level.

## A. Operational objective 5: Financing and technology transfer

*“To mobilize and improve the targeting and coordination of national, bilateral and multilateral financial and technological resources in order to increase their impact and effectiveness.” (The Strategy)*

10. As called for by The Strategy and the mandate given in article 21, paragraph 4, of the Convention, the GM’s primary focus in the last biennium was facilitating country Parties’ work in support of this operational objective by contributing to the improved targeting and coordination of financial resources for SLM through the development and implementation of integrated financing strategies (IFSs) and IIFs for SLM.

### Outcome area 5.1

*“Affected country Parties develop integrated investment frameworks for leveraging national, bilateral and multilateral resources with a view to increasing the effectiveness and impact of interventions.” (The Strategy)*

11. The technical and financial support to country Parties for the development and implementation of IFSs and IIFs for SLM were one of the GM’s priorities of the biennium. Following the organization of several subregional capacity enhancement workshops on Designing IFS (DIFS) in the previous biennium, which covered 91 countries, the GM supported the organization of four subregional workshops (covering countries in the Caribbean, Central Africa, Central Asia, and Central and Eastern Europe) and 15 national DIFS workshops this biennium in the context of the IFS/IIF development process. This process has led to the endorsement and/or validation of 14 IFS and 12 IIF documents by country Parties in the last biennium.

12. The IFS provides an in-depth assessment of the financial context for SLM and identifies priority actions leading to the mobilization of additional finance. The IIF bundles national and international sources of finance for SLM in the country and shows funding priorities, financial gaps and priority activities for resource mobilization. For example, in Uganda, the IIF has been validated in 2010 with a financial target of USD 92,030,000 for a 10-year period. IFS/IIF processes are implemented under country leadership with the engagement and support of a multitude of stakeholders, including ministries, research institutes, CSOs, private sector actors and bilateral and multilateral development partners. GM support is often embedded in multi-stakeholder initiatives such as TerrAfrica (as in the case of Uganda, Mali and the Niger), the Central Asian Countries Initiative on Land Management (CACILM) or the United Nations Development Programme (UNDP)/Global Environment Facility (GEF) Targeted Portfolio Project on Capacity Building and Mainstreaming of SLM for Least Developed Countries and Small Island Developing States.

13. Following the request of the COP at its ninth session, a client survey on IFS development and implementation, both at subregional and national levels, was launched on 9 May 2011. As at 31 May, preliminary results collected from some 60 respondents show

that most stakeholders that participated in an IFS process devised by the GM evaluate the IFS approach and its implementation positively.<sup>3</sup> More than two-thirds of the respondents rated the support received by the GM at the Committee for the Review of the Implementation of the Convention (CRIC) and COP as ‘above average’ or ‘high’, and more than 66 per cent confirm that, as a result of GM’s support to the formulation of an IFS, financial resources for SLM have increased.

Table 1  
**Global Mechanism contributions to the expected accomplishments related to outcome area 5.1**

Expected accomplishments	Performance indicators	Performance data
<p><b>5.1.01</b> Regional and subregional platforms relating to SLM financing functioning and supported by the GM.</p>	<p>Number of regional and subregional platforms relating to SLM financing functioning and supported by the GM.</p>	<p>The GM supported 27 regional and subregional platforms related to SLM finance in all regions, including the Comprehensive Africa Agriculture Development Programme (CAADP), TerrAfrica, CACILM, Mercosur and the Central American Platform for the Promotion of Investment in Sustainable Land Management (PIMAST). The support led to enhanced SLM mainstreaming and provided important entry points for SLM resource mobilization, which aims to increase funding through these platforms for implementation of the Convention.</p>
<p><b>5.1.02</b> Adoption by affected country Parties of SLM IFSs.</p>	<p>Number of IFSs devised by the GM<sup>a</sup> are adopted by affected country Parties.</p>	<p>The GM supported the development of IFSs in some 50 countries. In 14 countries (6 African and 8 Latin American countries), IFSs have been finalized and validated/adopted within the reporting period and implementation is foreseen.</p>
	<p>Level of satisfaction of country Parties with support provided by the GM (survey).</p>	<p>Preliminary results of the client survey indicate that, as an outcome of the GM’s support to the formulation of IFSs, total resources for SLM have increased. More than 90% of the responses gave the IFS, as “a tool to improve knowledge on available and potential sources of funding”, a rating of ‘above average’ or ‘good’. More than 66% of respondents have also assessed the IFS as ‘good’ or ‘above average’ for the identification of innovative financing options, including incentive and market-based financial mechanisms and microfinance.</p>

*Outcome 5.1:*  
*Affected country Parties develop IIFs for leveraging national, bilateral and multilateral resources with a view to increasing the effectiveness and impact of interventions.*

*Assumptions:*

- *SLM IIFs are developed under country leadership.*
- *Affected country Parties prioritize SLM investment in their national planning frameworks.*
- *Bilateral and multilateral partners are engaged in the development of SLM investment frameworks.*

<sup>3</sup> The full results of the survey will be made available to CRIC 10 and COP 10 as a conference room paper .

<b>5.1.03</b> Implementation of SLM IFSs achieved.	Number of affected country Parties implementing SLM IFSs devised by the GM.	Following the development of IFSs, 7 countries (3 African, 2 Latin American and 2 Asian-Pacific countries) have initiated implementation of the IFS within the reporting period. In many other countries, priority activities related to resource mobilization have already been initiated and supported by the GM during the IFS development process.
	Level of satisfaction of country Parties with support provided by the GM (survey).	<i>See expected accomplishment 5.1.02.</i>
<b>5.1.04</b> SLM IIFs supported by the GM are developed and endorsed by affected country Parties.	Number of SLM IIFs devised by the GM are endorsed by affected country Parties.	The GM supported some 30 countries in the development of IIFs. In 12 countries (8 African, 2 Latin American and 2 Asian-Pacific countries), IIFs have been finalized and validated/endorsed during the reporting period.

<sup>a</sup> GM support is often provided in the context of multi-stakeholder partnerships like TerrAfrica or CACILM.

Outcome area 5.2

*“Developed country Parties provide substantial, adequate, timely and predictable financial resources to support domestic initiatives to reverse and prevent desertification/land degradation and mitigate the effects of drought.” (The Strategy)*

14. A multitude of developed country Parties provided significant support to the IFS/IIF processes through bilateral and multilateral aid mechanisms. The various IIFs show the engagement of developed country Parties in SLM-related activities at country level, indicating priorities for funding as well as financial gaps.

15. The GM engaged with developed country Parties at all levels – global, regional, subregional and national – in order to increase the effective use or mobilize additional sources of finance for SLM. GM operations have been co-funded through voluntary contributions (see Chapter V), which supported GM activities in areas such as capacity-building related to multilateral environmental agreements, UNCCD mainstreaming, mobilization of climate change finance for SLM and the design and implementation of IFSs for SLM. Furthermore, these funds catalysed a multitude of co-financing options for investments, mainly at country level, provided by development partners such as the Food and Agriculture Organization of the United Nations (FAO), GEF, Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation), TerrAfrica and UNDP as well as by developing country Parties in the context of GM-supported activities and GM country programmes.

Table 2  
**Global Mechanism contributions to the expected accomplishments related to outcome area 5.2**

<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<p><i>Outcome 5.2:</i>                      Developed country Parties provide substantial, adequate, timely and predictable financial resources to support domestic initiatives to reverse and prevent desertification/land degradation and mitigate the effects of drought.</p>		
<p><i>Assumptions:</i></p> <ul style="list-style-type: none"> <li>• Economic and political climate not restrictive to the achievement of priorities assigned by developed country Parties.</li> <li>• SLM integrated investment strategies developed under developing country leadership.</li> </ul>		
<p><b>5.2.01</b> Increased common understanding and knowledge of the economic benefits of SLM investments to achieve development objectives.</p>	<p>Number of developed country Parties using GM methodologies and knowledge products to assess SLM investments.</p>	<p><i>The expected accomplishment has been merged with and is reported under 2.1.01.</i></p>
<p><b>5.2.02.</b> Developed countries increasingly finance the elaboration and development of SLM IFSs through bilateral cooperation at country level.</p>	<p>Number of GM-supported programmes on the elaboration and implementation of SLM IFSs directly funded by development partners.</p>	<p>GM support for IFS/IIF development and implementation in the biennium was mainly funded through voluntary contributions from Denmark, the European Commission, Finland, International Fund for Agricultural Development (IFAD), Norway, Organization of the Petroleum Exporting Countries, and Spain. This support enabled the GM to carry out 24 country support programmes plus a multitude of cooperation agreements at the international level.</p>
<p><b>5.2.03.</b> Developed countries increasingly finance the SLM IIFs.</p>	<p>Percentage increase of volume of finance from developed countries contributing to support for SLM IIFs promoted by the GM as per the Financial Information Engine on Land Degradation (FIELD).</p>	<p>The GM is using the data reported by developed country Parties in 2010 through the performance review and assessment of implementation system (PRAIS) as the starting point to build a baseline for the 2008–2009 biennium, against which progress will be measured in the coming biennia. The baseline is being established by combining PRAIS data with data obtained from the Organization for Economic Cooperation and Development (OECD)’s Creditor Reporting System and other official sources.</p>

### Outcome area 5.3

*“Parties increase their efforts to mobilize financial resources from international financial institutions, facilities and funds, including the GEF, by promoting the UNCCD/SLM agenda within the governing bodies of these institutions.” (The Strategy)*

16. IFIs play a key role in promoting SLM. In addition to strengthening their engagement in SLM through regional and sub-regional platforms and international forums (see expected accomplishment 5.1.01), the GM supported a multitude of SLM initiatives in partnership with IFIs such as the Asian Development Bank (e.g. CACILM), IFAD (e.g. country support in the Lao People’s Democratic Republic and Viet Nam) and the World Bank (e.g. TerrAfrica).

17. In 2010 the GM produced a Summary Report on the Portfolio Review of World Bank Investments in SLM in Sub-Saharan Africa (SSA) – Pre and Post TerrAfrica. The report indicated that one of the key improvements in the context of TerrAfrica activities was the creation of the enabling environment for countries to mainstream SLM into their development frameworks at national level.

18. In the context of its cooperation with the GEF, the GM participated in the 40th GEF Council in order to: a) help position issues of interest to the UNCCD; b) identify opportunities for blending and leveraging increased financing for UNCCD implementation through programmatic and innovative approaches and other enabling activities; c) broker strategic partnerships; and d) discuss joint and complementary activities with the GEF secretariat.

19. In addition, the GM has been working with the GEF and UNCCD secretariats to develop the UNCCD and GEF Joint Action Plan (JAP). In the area of country programming, the GM is, for example, working with countries to strategically indicate baseline investments for the GEF in the context of IFSs. In countries where the GM is active, special efforts were made to facilitate consultative meetings between UNCCD and GEF Focal Points.

Table 3  
**Global Mechanism contributions to the expected accomplishments related to outcome area 5.3**

<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<p><b>5.3.01</b> UNCCD focal point institutions consult with national international financial institution focal points at country level to advocate for increased DLDD/SLM financing by IFIs.</p>	<p>Number of interventions by international financial institution focal points on DLDD/SLM induced by UNCCD focal points with support from the GM.</p>	<p>The GM supports mainstreaming of SLM in policy processes (e.g. Aid for Trade and CAADP) facilitated by various international financial institutions. In at least 12 countries, the GM induced specific interventions in processes, such as CAADP business meetings.<sup>a</sup></p>
<p><b>5.3.02</b> Increased knowledge in IFIs on the rationale for SLM investments for achieving development cooperation goals.</p>	<p>Number of portfolio reviews conducted by IFIs and bilateral organizations in collaboration with the GM.</p>	<p>In the biennium 2009–2010, the GM supported the SLM portfolio review of the World Bank.</p>
<p><b>5.3.03</b> Affected country Parties engage in programmatic approaches mobilizing co-finance.</p>	<p>The co-finance ratio leveraged around GEF investment and investment from other facilities and funds in programmes with GM involvement.</p>	<p>The GM has been particularly engaged in programmatic approaches and mobilization of co-financing for UNCCD through the TerrAfrica partnership in sub-Saharan Africa and CACILM in Central Asia.</p>
<p><b>5.3.04</b> Increased GEF funding available for UNCCD concerns.</p>	<p>Number of consultations and/or inputs made to the GEF Assembly, Council and secretariat.</p>	<p>The GM participated and contributed to the 40<sup>th</sup> GEF Council and supported the implementation of the Convention and the GEF JAP. In addition, the GM contributed and participated in the Land Degradation Task Force set up by the GEF secretariat and intends to attend the GEF Expanded Constituency Workshops scheduled for July 2011. Furthermore, the GM is engaged in identifying ways of blending GEF funds with other sources of financing, including the identification of baseline investments for GEF financing and using the GEF as a catalyst to leverage additional financial resources.</p>

<sup>a</sup> This performance indicator is particularly difficult to monitor and closely linked to the mainstreaming activities reported under 2.3.01.

## Outcome area 5.4

*“Innovative sources of finance and financing mechanisms are identified to combat desertification/land degradation and mitigate the effects of drought, including from the private sector, market-based mechanisms, trade, foundations and CSOs, and other financing mechanisms for climate change adaptation and mitigation, biodiversity conservation and sustainable use and for hunger and poverty reduction.” (The Strategy)*

20. The identification and assessment of innovative sources of finance was one of the GM priorities in the biennium 2010–2011. Numerous thematic papers and modules were prepared, presented during various national and international workshops, and piloted and applied in many countries in order to support country Parties in identifying, assessing and mobilizing innovative sources of finance.

21. SLM financing opportunities through climate change mechanisms have, for example, been assessed for West and Central African countries, and support was provided to (1) the Central African Forests Commission/Economic Community of Central African States to organize a sub-regional capacity enhancement workshop on the topic; and (2) to the Economic Community of West African States to elaborate a financing strategy for the implementation of the subregional action programme to reduce vulnerability to climate change. Furthermore, the GM is supporting countries such as Ghana, Mozambique, Rwanda, Senegal, the United Republic of Tanzania and Zambia to conduct assessments of the links between SLM and climate change and how SLM can contribute to climate change adaptation and mitigation programming and investments.

22. The opportunities for mobilizing Aid for Trade finance for SLM have been assessed and documented in several countries, including Cambodia, Burkina Faso, Rwanda, Mali, Zambia, the United Republic of Tanzania and Uganda. Uganda and Mali have been supported in preparing project proposals for funding through the Enhanced Integrated Framework.

23. The GM, in collaboration with the Tropical Agricultural Research and Higher Education Center (CATIE), has piloted a framework and methodology to identify and promote incentive and market-based mechanisms (IMBMs) for increased investment in SLM in six countries (Cameroon, Dominican Republic, Guatemala, Mozambique, the United Republic of Tanzania and Zambia). The potential of IMBMs for SLM was discussed during an international workshop the GM organised with CATIE in March 2011, bringing together experts from Africa, Central America and the Caribbean.

24. Since 2010 the GM has been exploring the potential of microfinance services for activities that could increase land productivity while preventing and combating the effects of desertification and drought. These target designing viable mechanisms to mobilize existing microcredit lines directly and specifically towards activities that address land degradation. Such a microfinance strategy was developed in Ecuador.

25. In addition to these initiatives, updated information on relevant international philanthropic foundations and international non-governmental organizations (NGOs) that are considered to be potential sources of financing for UNCCD-related activities are now available through FIELD.

Table 4  
**GM contributions to the expected accomplishments related to outcome area 5.4**

<u>Outcome 5.4:</u>	<u>Assumptions:</u>	
<i>Innovative sources of finance and financing mechanisms are identified to combat desertification/land degradation and mitigate the effects of drought, including from the private sector, market-based mechanisms, trade, foundations and CSOs, and other financing mechanisms for climate change adaptation and mitigation, biodiversity conservation and sustainable use and for hunger and poverty reduction.</i>	<ul style="list-style-type: none"> <li>• <i>Innovative financial sources and mechanisms can be assessed properly to benefit SLM/UNCCD realistically.</i></li> <li>• <i>Funding from innovative resources is complementary to other sources of funding.</i></li> </ul>	
<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<b>5.4.01</b> Country Parties are enabled to identify innovative resources and potential entry points for innovative sources of finance and financing mechanisms relating to SLM.	Sector-specific modules on innovative sources are developed and delivered in countries.	The GM developed 12 modules and thematic reports on various sources of innovative finance, which have been used as training materials for DIFS workshops and shared through publications and the GM's homepage. Topics include innovative finance for SLM in general, climate change finance, Aid for Trade finance, forest finance, incentive and market-based mechanisms, CSOs (their Official Development Assistance financing windows and participation in IFS/IIF processes), philanthropic foundations, ecotourism, microfinance and food security finance.
<b>5.4.02.</b> Resources mobilized for SLM through the application of innovative sources of finance and financing mechanisms.	Number of countries and subregions assisted by the GM in mobilizing innovative finance.	The mobilization of innovative sources of finance is integrated in the IFS/IIF processes supported by the GM. Innovative sources of finance were given particular emphasis in 31 countries and subregions, with a focus on Africa (18) and Latin America (10).

Outcome area 5.5

*“Access to technology by affected country Parties is facilitated through adequate financing, effective economic and policy incentives and technical support, notably within the framework of South-South and North-South cooperation.” (The Strategy)*

26. The GM is facilitating the transfer of appropriate technologies for the implementation of the Convention, mainly through the initiative on technology transfer in the context of South-South cooperation.

27. The GM supports North-South partnership agreements on technology transfer between local authorities focussed on food security and natural resource management; an initial pilot was conducted in Mauritania.

28. At sub-regional level, the GM launched a dialogue among different stakeholders in the peri-Saharan region in order to:

- (a) Establish a common understanding on what ‘technology transfer’ entails in the context of the UNCCD;
- (b) Identify existing needs and opportunities within the region; and
- (c) Define ways and means to financially support the exchange of experiences and technology transfer within an appropriate platform.

29. These activities are mainstreamed into the Arab Maghreb Union's subregional action plan (SRAP) and will be integrated in the West African SRAP. Lessons learned from this experience will be shared through the South-South cooperation and partnership platforms that the GM is implementing.

Table 5

**GM contributions to the expected accomplishments related to outcome area 5.5**

<u>Outcome 5.5:</u>	<u>Assumptions:</u>	
<i>Access to technology by affected country Parties is facilitated through adequate financing, effective economic and policy incentives and technical support, notably within the framework of South-South and North-South cooperation.</i>	<ul style="list-style-type: none"> <li>• <i>Appropriate technologies are accessible for SLM, and financing is available.</i></li> <li>• <i>Common interests and concerns exist among South-South and North-South partners.</i></li> </ul>	
<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<b>5.5.01</b> South-South and North-South partnerships allow affected country Parties to access knowledge on technology transfer	Technology transfer in the context of DLDD/SLM is increasingly understood through a number of initiatives.	The GM supported 8 initiatives on technology transfer, focusing on information exchange through regional platforms and the facilitation of partnerships (e.g. Eritrea–African Conservation Tillage Network).
	Technology transfer in the context of DLDD/SLM is increasingly implemented through a number of initiatives.	The GM implemented 3 initiatives, including knowledge exchange workshops on IMBMs and knowledge exchange initiatives between Viet Nam and the World Overview of Conservation Approaches and Technologies network.

**B. Operational objective 1: Advocacy, awareness raising and education**

*“To actively influence relevant international, national and local processes and actors in adequately addressing desertification/land degradation and drought-related issues.” (The Strategy)*

30. Although the GM is focusing awareness raising for SLM finance at national, sub-regional and regional level, the GM participated in selected global forums in order to sensitize participants to the relevance of adequate finance for SLM. For example, the GM co-hosted the annual General Assembly of the Global Donor Platform for Rural Development (GDPRD) in Rome in January 2010, together with IFAD. As follow-up, the GM co-organized, together with the European Centre for Development Policy Management (ECDPM) and the Technical Centre for Agricultural and Rural Cooperation ACP-EC (CTA), a consultative workshop with GDPRD members and other interested stakeholders on ‘Linking Aid for Trade and agricultural and rural development’ in order to improve cross-sectoral cooperation on SLM within and between donor agencies engaged in these processes.

31. While the work with the GDPRD mainly focuses on advocacy work, targeting donor agencies, CSOs and scientific institutions is also considered a key element of the GM's work, at country level as well as in global initiatives and processes the GM is supporting.

32. The development of IFS/IIF requires substantial participation of CSOs. Following the development of guidelines for CSO engagement in IFS/IIF, the GM carried out specific activities targeting CSOs in 21 countries and 2 subregions, including support to:

- (a) The establishment of the network of organizations fighting against desertification and promoting SLM in Burkina Faso;
- (b) A workshop to raise CSO awareness of IFS processes in the United Republic of Tanzania, organized in partnership with UNDP and the Office of the Vice President of Tanzania; and
- (c) The International NGO Network on Desertification and Drought (RIOD) in Latin America.

33. Specific partnerships with scientific institutions have been established in order to support IFS/IIF processes and to strengthen educational initiatives on SLM finance. The GM contributed, for example, to the Master’s degree programme on Integrated Drylands Management, coordinated by United Nations University Institute for Water, Environment and Health, with lectures on economics/finance for SLM in 2010, which took place at the Cold and Arid Regions Environmental & Engineering Research Institute (CAREERI) in Lanzhou, China.

Table 6

**Global Mechanism contributions to the expected accomplishments related to operational objective 1**

<i>Outcome 1.2:</i>	<i>Assumptions:</i>	
<i>Desertification/land degradation and drought issues are addressed in relevant international forums, including those pertaining to agricultural trade, climate change adaptation, biodiversity conservation and sustainable use, rural development, sustainable development and poverty reduction.</i>	<ul style="list-style-type: none"> <li>• <i>Parties actively support and further ascertain the role and mandate of the UNCCD in terms of relations with the other forums.</i></li> <li>• <i>Targeted international forums are willing to include and link to SLM issues in their considerations and/or decisions.</i></li> </ul>	
<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<b>1.2.01</b> Finance for SLM is addressed in relevant forums.	Number of relevant <i>global<sup>a</sup></i> forums to which the GM contributes which address financial issues relating to SLM.	The GM participated in 11 global forums related to SLM finance, in particular on innovative sources of finance, including the GDPRD, Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change and various forest-related forums such as the FAO Committee on Forestry, the Collaborative Partnership on Forests and the United Nations Forum on Forests.

<p><u>Outcome 1.3:</u> CSOs and the scientific community in the North and the South are increasingly engaged as stakeholders in the Convention processes and DLDD are addressed in their advocacy, awareness-raising and education initiatives.</p>	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> <li>• Country Parties recognize the role of CSOs as partners in developing and implementing (IIFs).</li> <li>• Sufficient incentives exist for CSOs to engage in, and invest resources in, IIF development and implementation.</li> </ul>
---	---

Expected accomplishments	Performance indicators	Performance data
<p><b>1.3.01</b> CSOs engaged in the development and implementation of IFSs and IIFs.</p>	<p>Number of IFS and IIF processes supported by the GM in which CSOs are engaged.</p>	<p>The GM supports country Parties to integrate CSOs in IFS/IIF processes. CSO engagement was particularly addressed in 23 processes supported by the GM in Africa (14 countries) and Latin America (9 countries).</p>
<p><b>1.3.02.</b> The scientific community is engaged to build economic evidence for increasing investment in SLM as a direct result of GM input.</p>	<p>Number of GM contributions from IFS/IIF, FIELD and financial analyses such as portfolio reviews and public sector expenditure reviews supporting initiatives by scientific institutions addressing SLM financing.</p>	<p>The GM engaged in 14 initiatives with scientific institutions, including both country level activities (e.g. with the Institute of Agricultural Research for Development in Cameroon) and global activities (e.g. with CATIE's work on IMBMs).</p>

<sup>a</sup> In order to distinguish between 5.1.01 “Regional and subregional platforms relating to SLM financing functioning and supported by the GM”, this EA has been specified in order to focus on *global* forums related to SLM finance.

## C. Operational objective 2: Policy framework

*“To support the creation of enabling environments for promoting solutions to combat desertification/land degradation and mitigation of the effects of drought” (The Strategy)*

34. In 2008, the GM launched an initiative on the economic valuation of land, with the intention of generating evidence-based arguments to demonstrate the contribution of responsibly managed ecosystems to sustainable development and poverty reduction. Under this initiative, a large consortium of research and scientific institutions from both the North and South has developed a valuation methodology to assess (1) the valuation of natural capital; (2) the impact of unsustainable use of natural resources; and (3) the valuation of net benefits from the adoption of SLM-smart technologies and practices.

35. In 2010, the GM supported various economic assessments at the national and sub-regional level. Indications provided by these studies include:

(a) In Central Africa, land degradation is estimated to cost the sub-region about USD 5 billion per year due to, among other things, agricultural production losses (USD 2.4 billion) and forest degradation and deforestation (USD 63 million);

(b) In the United Republic of Tanzania, the cost of land degradation or poor land management practices associated with agricultural production is TSh 466,572 per hectare per annum;

(c) In Ecuador, current land degradation losses measured in Gross Value of Production (GVP) were estimated at USD 245 million in 2003, which represents 7.6 per cent of the agricultural GDP;

(d) In Cambodia, an assessment of the Cardamom Mountains identified the highest value for the carbon sequestration functions of the land resources (USD 3.6 billion), biodiversity (USD 1.36 billion), watershed protection (USD 75 million), timber (USD 439 million) and non-timber forest products (USD 411 million).

36. These studies provide the necessary arguments to sensitize national decision-makers, in particular the ministries in charge of finance and planning, as well as development partners, on the relevance of SLM for the national economy and development.

37. The GM also supported 12 countries and one subregion in developing and/or revising their national action programmes (NAPs) and SRAPs to be in accordance with The Strategy, taking appropriate financing aspects into consideration.

38. Support to SLM mainstreaming is considered a key element of the GM’s support to country Parties and is closely related to the expected accomplishments reported under operational objective 5.

Table 7

**Global Mechanism contributions to the expected accomplishments related to operational objective 2**

<u>Outcome 2.1</u>	<u>Assumptions:</u>	
<i>Policy, institutional, financial and socio-economic drivers of desertification/land degradation and barriers to SLM are assessed, and appropriate measures to remove these barriers are recommended</i>	<ul style="list-style-type: none"> <li>• The position of the UNCCD is reinforced in country sector/line ministries as well as in national focal point institutions.</li> <li>• The political will exists to comprehensively address the political and socio-economic drivers of land degradation.</li> </ul>	
<b>Expected accomplishments</b>	<b>Performance indicators</b>	<b>Performance data</b>
<b>2.1.01</b> Country Parties are aware of the financial drivers of desertification/land degradation and the barriers to SLM	Number of country Parties assessing financial drivers in the context of IFS processes devised by the GM.	The GM supported 10 countries (4 African, 5 Latin American and 1 Asian-Pacific country) and 2 African subregions in the assessment of the economic impact of land degradation. Most of these studies have been carried out in the context of IFS/IIF processes.
<u>Outcome 2.2</u>	<u>Assumptions:</u>	
<i>Affected country Parties revise their NAPs into strategic documents supported by biophysical and socio-economic baseline information and include them in integrated investment frameworks.</i>	<i>Country Parties use IFSs and similar approaches as tools to strengthen the operationalization of NAPs.</i>	
<b>2.2.01</b> The development of SLM IFSs contributes to the alignment of NAPs to The UNCCD Strategy	Number of IFS process results feeding into NAP revision and alignment.	The GM supported 12 countries (3 African, 4 Latin American and 5 Asian-Pacific countries) and 1 subregion in the development and/or alignment of NAP, taking The Strategy into account.

<u>Outcome 2.3</u>		<u>Assumptions:</u>
<i>Affected country Parties integrate their NAPs and SLM and land degradation issues into development planning and relevant sectoral and investment plans and policies.</i>		<i>Affected country Parties increasingly integrate NAPs into their national strategic planning frameworks.</i>
<b>2.3.01</b> IFSs identify investment opportunities for NAP priorities in national development processes such as Poverty Reduction Strategy Papers and relevant sectoral and investment plans and policies	Number of affected country Parties supported by the GM which strategically focus on the interlinkages between development, poverty reduction and DLDD/SLM finance.	Mainstreaming of SLM into national development processes is an integral part of the IFS/IIF process and has been among the GM's priorities in 22 countries, i.e. in Africa (13 countries), Latin America (7 countries) and Asia-Pacific (2 countries).
<u>Outcome 2.4</u>		<u>Assumptions:</u>
<i>Developed country Parties mainstream UNCCD objectives and SLM interventions into their development cooperation programmes/projects in line with their support to national sectoral and investment plans.</i>		<i>Developed country Parties assign a higher priority and higher levels of investment to UNCCD objectives.</i>
<b>2.4.01.</b> SLM mainstreamed into developed country Parties' development policies	Number of initiatives implemented jointly by the GM and developed country Parties.	The GDPRD (see 1.2.01) was one key forum for the GM to mainstream SLM into development policies of developed country Parties. At the country level, the GM engaged with developed country Parties in order to strengthen finance on SLM, including in Mozambique, Zambia and the United Republic of Tanzania.
<u>Outcome 2.5</u>		<u>Assumptions:</u>
<i>Mutually reinforcing measures among desertification/land degradation action programmes and biodiversity and climate change mitigation and adaptation are introduced or strengthened to enhance the impact of interventions.</i>		<ul style="list-style-type: none"> <li>• <i>Implementation agencies are willing to cooperate and actively to pursue synergies.</i></li> <li>• <i>Land rehabilitation is seen as a means to address the concerns of other Rio Conventions.</i></li> </ul>
<b>2.5.01.</b> Increased SLM financing through synergistic implementation of the Rio conventions	Number of global <sup>a</sup> synergistic implementation initiatives for increased SLM financing implemented with support of the GM.	The GM carried out 6 global initiatives, including collaboration with the UNFCCC and CBD on innovative financing mechanisms and IFSs, and with OECD/Development Assistance Committee on the application of the Rio Markers.

<sup>a</sup> In order to better distinguish reporting on 2.5.01 and 5.4.02, the performance indicator for 2.5.01 has been reformulated in order to only cover support to global initiatives related to the synergistic implementation of the Rio Conventions. All national and subregional support is reported under 5.4.02.

## IV. Executive Direction and Management

39. Following the adoption of the GM work programme at the ninth session of the COP (COP 9), the GM developed tools for its M&E, based on the agreed principles of RBM/RBB. These tools include monthly review meetings on programme performance and quarterly assessments of performance indicators and budget expenditures. The administrative supervision of GM operations constitutes an essential part of Executive Direction and Management's (EDM) tasks, ensuring adherence to COP decisions, The Strategy, GM's RBM system as well as IFAD's rules and regulations.

40. As requested by decision 1/COP.9, Annex III, the GM prepared a draft 'Result and Impact Methodology' for consideration by the COP at its tenth session, which is coherent with and complimentary to the GM's RBMs and CEMs.

41. Sound communication with the UNCCD constituencies was a key area of work of the GM in the last biennium. Key activities included:

(a) Co-development of the joint UNCCD communication strategy, in line with the joint work programme of the UNCCD secretariat and the GM;

(b) Development of a redesigned corporate website, with new features and graphic layout as well as an Open Source Content Management System;

(c) Regular update of the GM website with news, events and announcements;

(d) Publication of 75 web articles (news and events) and several other information web pages;

(e) Enhancement of the GM's e-marketing strategy with the production of more than 20 newsletters, including three joint communication letters prepared with the UNCCD secretariat; and

(f) Finalization of 15 key publications, including brochures, information notes and fact sheets.

42. Finally, EDM has the responsibility to coordinate and ensure sound communications with all UNCCD bodies, including the UNCCD secretariat, donor countries/agencies and other UNCCD stakeholders, as well as IFAD.

43. The Joint Work Programme with the UNCCD secretariat and the related JWP Task Force provided an excellent opportunity to enhance cooperation and complementarity between the UNCCD Secretariat and the GM.

44. The GM recruited Regional Financial Strategy Officers for Africa and Latin America in support of the UNCCD Regional Coordination Mechanisms (RCMs) and Regional Coordination Units, who are supporting the implementation of the Regional Work Plans of the RCMs relating to SLM finance. In Asia and the Pacific, the recruitment process is ongoing and expected to be finalized prior to COP 10. The recruitment for Annex V (Central and Eastern Europe) can only start when the necessary resources become available.

45. A new draft resource mobilization strategy of the GM is being developed with the aim of securing resources for the next four years allowing the GM to continue working on implementation of the Convention, engaging with countries to help leverage support for IFS.

46. The GM, in collaboration with the UNCCD secretariat, is also engaged in the development of a common fundraising strategy for the UNCCD.

Table 8

**Global Mechanism contributions to the expected accomplishments related to EDM**

<i>Outcome X.1 :</i> <i>X.1. Executive direction and management.</i>	<i>Assumptions:</i> <i>Resources and skills are available to provide the adequate input for GM functioning.</i>
<b>Expected accomplishments</b>	<b>Performance indicators      Performance data</b>
<b>X.1.01.</b> The GM is an effective partner on financing for the UNCCD in international dialogues, partnerships and strategy development for servicing the Convention and its Parties.	<p>Participation in task forces and cooperation, coordination and monitoring activities.</p> <p>The GM participated in a multitude of task force and coordination meetings in the context of the PRAIS process/project, the RBM/RBB discussions, the joint work programme of the UNCCD secretariat and the GM, the preparation of CRIC 9 and 10 and COP 10, as well as on NAP alignment and IFS.</p>
	<p>Proportion of the core budget adopted by the COP received for GM operations.</p> <p>Total approved core budget for the UNCCD for the biennium 2010–2011 is EUR 15,342,300, of which EUR 3,623,200 (or 23.6 per cent) has been received thus far by the GM.</p>
	<p>Clearance by the President of IFAD on GM input.</p> <p>Programme, performance and budget documents for COP 10 have been cleared by IFAD President.</p>
	<p>Methodology to assess the quantitative impact of the GM on resource mobilization available and implemented (first application for COP 10 reporting).</p> <p>Draft methodology prepared and discussed at the GM Multi-Donor Platform (May 2011) and submitted to COP 10 for consideration.</p>
	<p>Number of initiatives on SLM finance carried out between the Facilitation Committee (FC) and the GM.</p> <p>Most of the GM’s work with FC member organizations on financing initiatives take place at country level with organizations such as UNDP (West and Central Africa, Eastern and Southern Africa, Asia, Latin America), World Bank (portfolio review), FAO (West and Central Africa, Latin America) and the United Nations Environment Programme (UNEP) (PRAIS); Many FC member organizations are also members of TerrAfrica (mainly in West and Central Africa)</p>

<b>X.1.02.</b> Effective and transparent management of the work programme and financial resources.	Quality and RBM performance enforced.	Following the approval of the GM RBM at COP 9, a RBM M&E system has been put in place. Based on the experience with the 2008–2009 RBM budget, a revised RBM budget for 2012–2013 is proposed to COP 10.
	Results of IFAD audit on the GM are satisfactory.	The GM audit carried out by PricewaterhouseCoopers Società per Azioni (SpA) states that “the financial statements present fairly, in all material respects, the financial position of the Core Budget Administration Account of the Global Mechanism as at December 31, 2010, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards” .
	Amount of voluntary contributions raised from donors, in euros.	Voluntary funds raised by the GM amounted to EUR 5,674,205. <sup>a</sup>
	Number of staff development and team-building initiatives undertaken.	The GM organized two corporate staff development and team-building initiatives, including a team development retreat. Furthermore, a total of 13 GM staff members have been trained in negotiation skills and 24 staff members were involved in team development activities to embed team-based working practices into the GM.
<b>X.1.03.</b> Communication to a wide audience on the services provided by the GM to the Convention.	Visitors per day to website.	In the last biennium, some 350 visitors have accessed the GM website per day.

<sup>a</sup> This amount (converted at the United Nations exchange rate of 15 May 2011, i.e. USD 0.699) includes contributions received in 2009 which have been carried over into the biennium 2010–2011.

## V. Budget expenditures

### A. Introduction

47. Decision 9 COP 9 on the UNCCD budget gave clear instructions on how Parties wanted budget and expenditure figures presented. Decision 6, paragraphs 5 and 6, also gave instructions to the GM to indicate its expenditures along geographical lines, for which the GM gave a progress report at CRIC 9 as document ICCD/CRIC(9)/14. This current section V of the document reports on the financial data of the GM. This data has been audited for 2010, and is only reported on up to 31 March 2011 because of financial control procedures.

48. In order to report according to the RBM framework as well as along geographical lines, the GM started using a business intelligence system for tracking expenditures according to the requests of the COP. The ‘tagging’ of expenditures, according to the COP-approved RBM and along geographical (regional) lines, started as of 1 January 2010. While the system had some initial problems and it took time to establish a tagging protocol so that, for example, missions, consultants, workshops and contracts were appropriately labelled, attempts have been made in the tables and charts below to adjust for these. The

system has some limitations that impede on the reporting. For example, many of the GMs activities that generate expenditures, such as travel, contribute to several of the GMs outputs. The system only allows for three labels, which could lead to underreporting of specific outputs and skewed distribution, however, it does not influence the accuracy of the overall result.

## B. Description

49. Table 9 gives an overview of voluntary contributions received by the GM during this biennium thus far. It should be noted that funds received in previous years were still under active agreement and that portions of the funds received this biennium may be for next years' activities.

50. The expenditures of the GM can be found in Table 10 and Table 11. They are presented in the format decided upon by COP 9 according to operational objective of The Strategy and type of cost – staff and non-staff. The IFAD financial system registers our expenditures in US dollars, and our financial reports and audits are conducted in US dollars. At the time this report was prepared, the conversion rate of USD to EUR was 0.747 was used according to the advice from the UNCCD secretariat.

51. Bearing in mind the date of the last available set of financial data (31 March 2011) the variance against the adopted core budget seems to be in line in terms of rate of disbursements, taking into account that the period 1 April–31 December 2011 is not yet covered.

52. The variance as regards the use of voluntary funding against what was proposed to the COP is higher. The reason for this is mainly that the GM overestimated the amount of voluntary funding that could be raised and the unevenness in the disbursement patterns over the year among the programmes. The unevenness of the variance among the operational objectives is also due to the fact that the business intelligence system does not allow for labelling more than three outputs, even if the activity actually contributes to more, as mentioned in paragraph 48 above. As the GM has been assigned a major supporting role in operational objective 5, there is a tendency to assign more importance to the outputs in this area even if the activities do contribute to the achievement of other objectives. A closer analysis does actually show that the highest importance in terms of identified expenditures is placed on the development of IFSs, innovative finance and synergistic implementation at country level, which is for operational objective 5 (see Table 11).

53. Figure 1 illustrates the 'geographical' distribution of GM's expenditures up to 31 March 2011 for this biennium. It is split among the categories of Africa, Asia and the Pacific, Latin America and the Caribbean, Central and Eastern Europe, Global (i.e. benefitting all UNCCD Parties), and GM corporate. Given the particular emphasis given to Africa in the Convention, there is no surprise that a significant share of our resources is allocated to work in this continent.

54. The GM is also, as per requests by the COP, increasingly trying to gear our activities to those that can benefit as many countries as possible, i.e. activities designated as 'global'. As can be seen in the previous chapter IV of this report, this means a larger emphasis being placed on knowledge and information exchanges among countries, information analysis in direct response to COP requirements, South–South cooperation platforms, etc., with a focus on strategic programme advisory services and information dissemination activities.

55. The chart also shows that the share of corporate expenditures is somewhat lower than expected; this reflects the change in structure of the GM management team in the third quarter of 2010. The lower share for Asia is a reflection of having to reallocate resources because of the departure of staff taking up new assignments.

56. As can be seen in table 9, the GM's almost exclusive dependency on voluntary funding for operations (i.e. non-staff resources), in particular at country level, is very risky in the current financial and political climate under which the GM operates. It may warrant a strategic change for the GM in order to be able to service country Parties in the future.

57. The audited financial statements of the GM for the years 2009 and 2010 can be found in document ICCD/COP(10)/19 and ICCD/COP(10)/20.

Table 9

**Overview of contributions for 2009–2010***(in United States dollars)*

<i>Donor</i>	<i>Year</i>		<i>Total</i>
	<i>2009</i>	<i>2010</i>	
Denmark	1 407 061		1 407 061
ENEA <sup>a</sup>		14 724	14 724
Finland	263 000	479 680	742 680
European Union	3 158 274		3 158 274
Spain	716 850		716 850
Sweden	414 030		414 030
IFAD		1 400 000	1 400 000
UNDP Kyrgyzstan		219 950	219 950
International Land Coalition		4 000	4 000
Publicare	13 844		13 844
<b>Total USD:</b>	<b>5 973 059</b>	<b>2 118 354</b>	<b>8 091 413</b>

<sup>a</sup> Italian National Agency for New Technologies, Energy and Sustainable Economic Development.

**Table 10: Budget Expenditures of the Global Mechanism for the biennium 2010–2011**

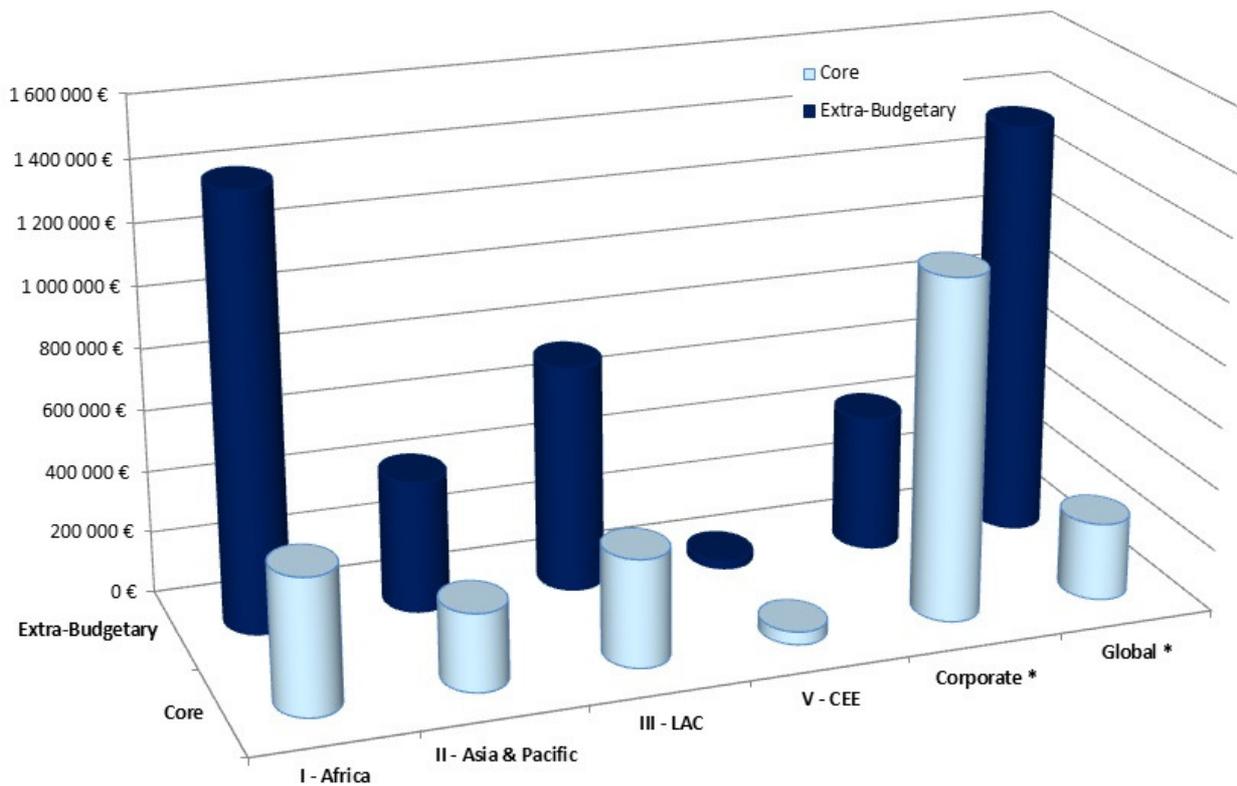
(in euros)

Operational objective	Core budget expenditures as at 31 March 2011					Extrabudgetary resources as at 31 March 2011				
	Approved budget 2010–2011	Staff	Non-staff	Total	Percentage	Proposed budget 2010–2011	Staff	Non-staff	Total	Percentage
<b>1 Advocacy awareness raising and education</b>	237 400	142 500	0	142 500	60%	458 600	54 100	119 400	173 500	38%
<b>2 Policy framework</b>	334 400	195 200	0	195 200	58%	2 057 200	173 900	146 200	320 100	16%
<b>5 Finance and technology transfer</b>	1 631 300	982 000	182 482	1 164 482	71%	8 310 900	675 100	2 802 000	3 477 100	42%
<b>EDM</b>	1 420 000	632 600	81 800	714 400	50%	1 118 300	152 100	375 300	527 400	47%
<b>Total</b>	<b>3 623 100</b>	<b>1 952 300</b>	<b>264 282</b>	<b>2 216 582</b>	<b>61%</b>	<b>11 945 000</b>	<b>1 055 200</b>	<b>3 442 900</b>	<b>4 498 100</b>	<b>38%</b>

Table 11  
**Total Expenditures per operational objectives of The Strategy**  
*(in euros)*

<i>Outcome areas</i>	<i>Core budget expenditures total</i>	<i>Extrabudgetary expenditures total</i>	<i>Grand total</i>	<i>Percentage</i>
<b>1. Advocacy awareness raising and education</b>	<b>142 500</b>	<b>173 500</b>	<b>316 100</b>	<b>5%</b>
<b>2. Policy framework</b>	<b>195 200</b>	<b>320 100</b>	<b>515 300</b>	<b>8%</b>
<b>5. Finance and technology transfer</b>	<b>1 164 482</b>	<b>3 477 100</b>	<b>4 641 582</b>	<b>69%</b>
<b>EDM</b>	<b>714 400</b>	<b>527 400</b>	<b>1241 800</b>	<b>18%</b>
<b>Total</b>	<b>2 216 582</b>	<b>4 498 100</b>	<b>6 714 682</b>	<b>100%</b>

Figure 1  
**Geographical distribution of Global Mechanism expenditures**



## IV. Conclusions and recommendations

58. During the last biennium, the GM implemented its costed work plan based on the guidance provided by The Strategy and in accordance with the new RBM framework. The financial resources made available through core and voluntary contributions enabled the GM to support country Parties and other UNCCD stakeholders in the areas of financing and technology transfer, advocacy, awareness raising and education, and policy frameworks to promote activities leading to increased SLM finance and the more effective use of existing resources.

59. Taking into account the results achieved during the last biennium, the CRIC is invited to consider this performance report and forward recommendations as a basis for COP guidance and decision making.

60. The COP may wish to:

(a) *Consider* the performance report for the biennium 2010–2011 provided by the GM;

(b) *Request* the GM to revise and regularly update its RBM system based on past experiences; and

(c) *Request* the GM to focus on programme implementation for the upcoming biennium as outlined in its four-year work plan and two-year work programme adopted by COP.

---