

**Convention on
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Item 14 of the provisional agenda*

Administrative and budgetary matters**Conference of the Parties to the
Convention on Biological Diversity****Seventeenth meeting**

Yerevan, 19–30 October 2026

Item 7 of the provisional agenda**

**Administration of the Convention on
Biological Diversity, budget for the trust funds
and functional review of the Secretariat****Progress report on the functional review of the Secretariat*******Note by the Secretariat****I. Introduction**

1. Pursuant to requests by the Conference of the Parties in paragraph 35 of decision [15/34](#) and paragraph 11 of decision [16/28](#), the Secretariat organized the conduct of an external in-depth functional review of its structure, in consultation with the Executive Director of the United Nations Environment Programme, taking into consideration the scoping report contained in document [CBD/COP/16/4/Add.2-CBD/CP/MOP/11/5/Add.2-CBD/NP/MOP/5/5/Add.2](#).
2. The functional review was undertaken by the United Nations Development Programme (UNDP) Management Consulting Team,¹ with a focus on assessing whether the Secretariat is properly structured and well resourced to undertake its functions effectively,² in particular for servicing meetings held under the Convention and its Protocols and supporting the implementation of the Kunming-Montreal Global Biodiversity Framework, and, if not, what changes are needed to do so.
3. The Subsidiary Body at its sixth meeting took note of the executive summary of the report on the external in-depth functional review of the Secretariat, as contained in annex I to document [CBD/SBI/6/10](#), including the recommendations for short-, medium- and long-term actions by the Secretariat, and also noted ongoing consultations on those recommendations within the Secretariat and with the Bureau of the Conference of the Parties. The full report on this functional review was provided in document [CBD/SBI/6/INF/12](#).
4. The present note was prepared to update Parties on the progress in the implementation of the functional review of the Secretariat since the sixth meeting of the Subsidiary Body, from March to

*[CBD/SBI/7/1](#).

** [CBD/COP/17/1/Rev.1](#).

*** The present document is being issued without formal editing.

¹ The Management Consulting Team is a group of internal UNDP management practitioners based in New York that is specialized in improving strategic and operational performance by providing advisory services and analytics for business transformation and change management.

² As provided in Article 24 of the Convention on Biological Diversity.

May 2026, in particular regarding actions listed in paragraph 3 of recommendation 6/9, including on the budgetary implications of the actions proposed in the functional review. It will therefore provide a basis for assessing the budgetary implications of the actions proposed in the functional review, as reflected in the document CBD/SBI/7/15-CBD/COP/17/4 on the draft proposed integrated budget for the programmes of work of the Convention on Biological Diversity and its Protocols for the biennium 2027–2028.

5. On the basis of the information provided in this note, and as requested by the Subsidiary Body in subparagraph 4 (b) of the same recommendation, the Secretariat will convene information webinars in advance of the seventh meeting of the Subsidiary Body in July 2026 for Parties in two time zones.³

6. In line with paragraph 3 of the same recommendation, the information in this note is presented focusing on the progress made from March to May 2026 with regard to:

(a) Initiating the implementation of budget-neutral actions that enhance operational efficiency, including an updated organizational structure (sect. II);

(b) Undertaking the updating or development of job descriptions, including classification, of existing and additional posts, respectively, required to implement a structural and strategic alignment with the core functions and strategic priorities of the Secretariat (sect. III);

(c) Undertaking, on the basis of the updated functions and job descriptions, an analysis of the associated staffing and cost implications of the long-term structural and strategic alignment (sect. IV).

II. Budget-neutral actions that enhance operational efficiency, including an updated organizational structure

7. Since the sixth meeting of the Subsidiary Body, the Secretariat undertook a series of open dialogues, engaging all staff, on implementation of the functional review. These open dialogues were held in March 2026 on clustered key issues that are critical to the successful implementation of the functional review, namely, (a) capacity-building activities, (b) accountability, (c) addressing underserved Kunming-Montreal Global Biodiversity Framework targets, (d) strategic planning and funding mobilization, and (e) corporate knowledge management and breaking silos. A briefing session was also provided to all staff on steps and approaches for updating staff job descriptions.

8. The dialogues enabled Secretariat staff to share their views on key issues identified in recommendations of the external in-depth functional review⁴ and propose actions the Secretariat could take to address them. Common issues were highlighted across the dialogues, namely the need to strengthen internal coordination, standardization and structural alignment across the Secretariat. Participants also emphasized the importance of improving internal information-sharing, making better use of existing standard operating procedures, developing new procedures where needed, and enhancing systems for corporate knowledge management. Participants also recognized the need to clarify roles and responsibility of different units and teams, in particular with regard to strategic priorities, guided by the Conference of the Parties, and ensure a more balanced distribution of workload in line with job descriptions of staff.

9. The need for Secretariat-wide performance monitoring and operation tracking, closely linked to strategic planning, was also a key feature of the discussion, noting its relevance to internal information-sharing, timely and accurate costing and prioritization of requests to the Executive Secretary, and effective fundraising for implementation of the Secretariat activities.

10. The open dialogues concluded that the functional review provides valuable guidance for the structural realignment of the Secretariat and that changes in structure need to be accompanied by

³ See details in the notification No. 2026-049 (issued on 9 June 2026).

⁴ CBD/SBI/6/INF/12.

changes in management culture. As such the functional review presents an important opportunity to address these issues and enhance simultaneously the Secretariat's functioning, working methods, and organizational structure. This would help ensure that the Secretariat strengthens its alignment with its core mandates and strategic priorities as guided by the Conference of the Parties, including support to the implementation of the Framework.

11. The outcomes of these discussions informed the subsequent structural realignment of the Secretariat and reassignment of staff functions. Building on the outcomes of the internal open dialogues and the recommendations of the external in-depth functional review, a revised organizational structure was developed as illustrated in figure I (schematic diagram based on core functions) and figure II (detailed organigram with reporting lines).

12. Key highlights for this structural realignment include the following:

A. Strengthening coherence and better balancing functions across the breadth of targets of the Kunming-Montreal Global Biodiversity Framework

- Integrating thematic streams of work on biome- and species-based conservation and sustainable use, drivers of biodiversity loss, planning, monitoring and knowledge management, and capacity development and national implementation support within a single division, the Science, Monitoring and Capacity Division.
- Integrating thematic streams of work on resource mobilization, financial mechanisms, and the interim Secretariat to the Cali Fund; mainstreaming biodiversity across policies and economic sectors; engagement with businesses and the financial sector, including private finance and multilateral development banks; engagement with indigenous peoples and local communities, including integration of traditional knowledge; and cooperation with major groups, stakeholders, the United Nations system, and multilateral environmental agreements, while consolidating communication, education and public awareness and strategic partnership functions within the Economic and Societal Transformation Division.

B. Strengthening intergovernmental meeting support

- Creation of an independent Conference Services Section with two Units: (i) Meeting Planning and Coordination Unit and (ii) Meeting Operations Unit
- Strengthening budgetary planning and monitoring by relocating and strengthening the Programme Management Unit, previously housed within the Administrative and Operational Support Section, under the Office of the Executive Secretary.

C. Enhancing integrated digital support and digital transformation in support of the operation of the Secretariat

- Creation of one integrated IT and Digital Transformation Unit, directly reporting to the Office of the Executive Secretary, to strengthen the Secretariat-wide IT use and functioning and digital governance.

D. Enhancing internal communication and embedding consistent change management practices

- Embedding the function of internal corporate knowledge and website management within the Communication, Education, and Public Awareness Unit, which was relocated to the Economic and Societal Transformation Division from the Office of the Executive Secretary.
- Adding the function of change management and strengthening the role of quality assurance and risk management within the Administrative and Operational Support Section through the creation of a Management Services and Compliance Unit.

13. The structural realignment of the Secretariat includes budget-neutral reassignment of functions to existing posts. For example, a P-5 post originally housed in the Cooperation Unit was reassigned, following the retirement of the incumbent, to the Head of Conference Services Section to address the

increasing demand for strengthened conference servicing and its long-term sustainability. A P-3 post originally housed in the IT team was similarly reassigned, following the retirement of the incumbent, to the Drivers and Cross-sectoral Work Unit of the Science, Monitoring and Capacity Division, to support the work under the second objective of the Convention (sustainable use) and sustainable wildlife management. In addition, 50% of a P-4 post, which is funded by OTA, originally housed in the New York Liaison Office (shared with the Secretariat of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa) was redeployed, following the retirement of the incumbent, to strengthen the work of the Administrative and Operational Support Section, in particular related to change management.

III. Updating or development of job descriptions, including classification, of existing and additional posts, respectively, required to implement a structural and strategic alignment with the core functions and strategic priorities of the Secretariat

14. Based on the updated organizational structure, each division, section, and unit was requested to develop its own team statement, including its purpose, success criteria, key functions, relevant targets and sections of the Kunming-Montreal Global Biodiversity Framework to be supported in implementation by Parties, and the required collaboration with other units to carry out its functions. Through an iterative process of refinement with senior management, all divisions, sections, and units have completed their team statements. These will serve as the basis for updating the job descriptions of existing posts and for developing job descriptions for new posts required to deliver core mandates under the Convention and its Protocols, as guided by decisions of the Conference of the Parties and the Conference of the Parties serving as the meeting of the Parties to the Protocols, and aligned with strategic priorities under the Framework and the emerging findings of the Global Report on Collective Progress in the Implementation of the Framework.

15. The purpose statements of the divisions, sections, and units are summarized in table 1 below, while table 2 contains an overview of how each unit contributes to the various targets and sections of the Framework.

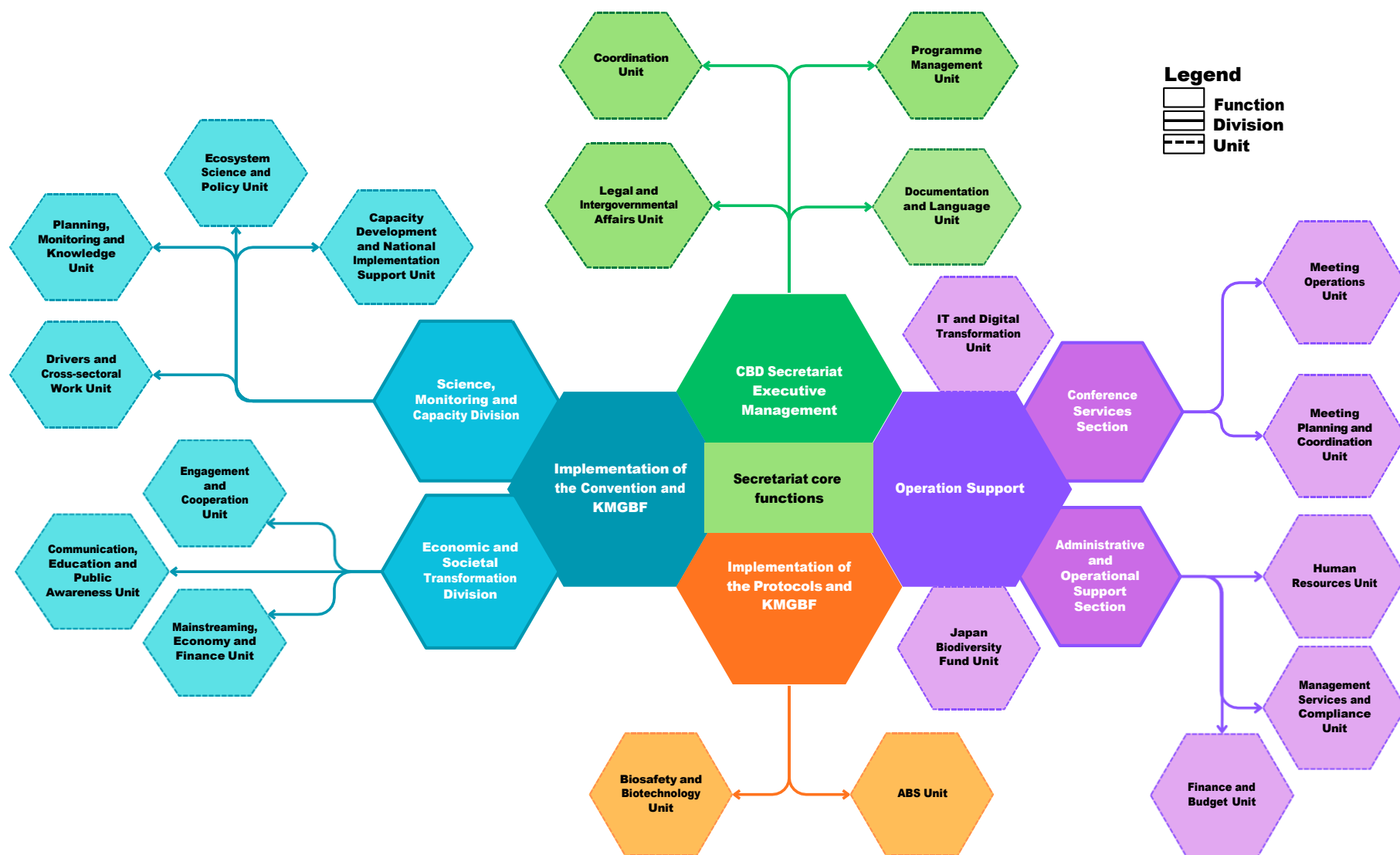
16. An official memorandum was submitted on 17 June 2026, by the Executive Secretary to the United Nations Environment Programme requesting approval to implement the revised organizational structure of the Secretariat as part of the functional review. Upon approval, the reassignment of functions to existing individual posts will be formalized through updates to job classifications, as needed.

IV. Analysis of the associated staffing and cost implications of the long-term structural and strategic alignment

17. Based on the progress made so far, as described in the present note, a detailed analysis of the associated staffing implications and cost implications of the long-term structural and strategic alignment is provided in document CBD/SBI/7/15-CBD/COP/17/4 on the draft proposed integrated budget for the programmes of work of the Convention on Biological Diversity and its Protocols for the biennium 2027–2028.

18. Requirements for additional posts were identified in the revised organizational structure, to ensure its full operationalization, as summarized in table 3. The rationale for these requirements is summarized in document CBD/SBI/7/15-CBD/COP/17/4.

Figure I
Schematic diagram of the revised organizational structure of the Secretariat



Abbreviations: ABS, access and benefit-sharing; CBD, Convention on Biological Diversity; IT, information technology; KMGBF, Kunming-Montreal Global Biodiversity Framework.

Figure II
Revised organigram of the Secretariat, with reporting lines (as submitted to the United Nations Environment Programme for approval on 17 June 2026)

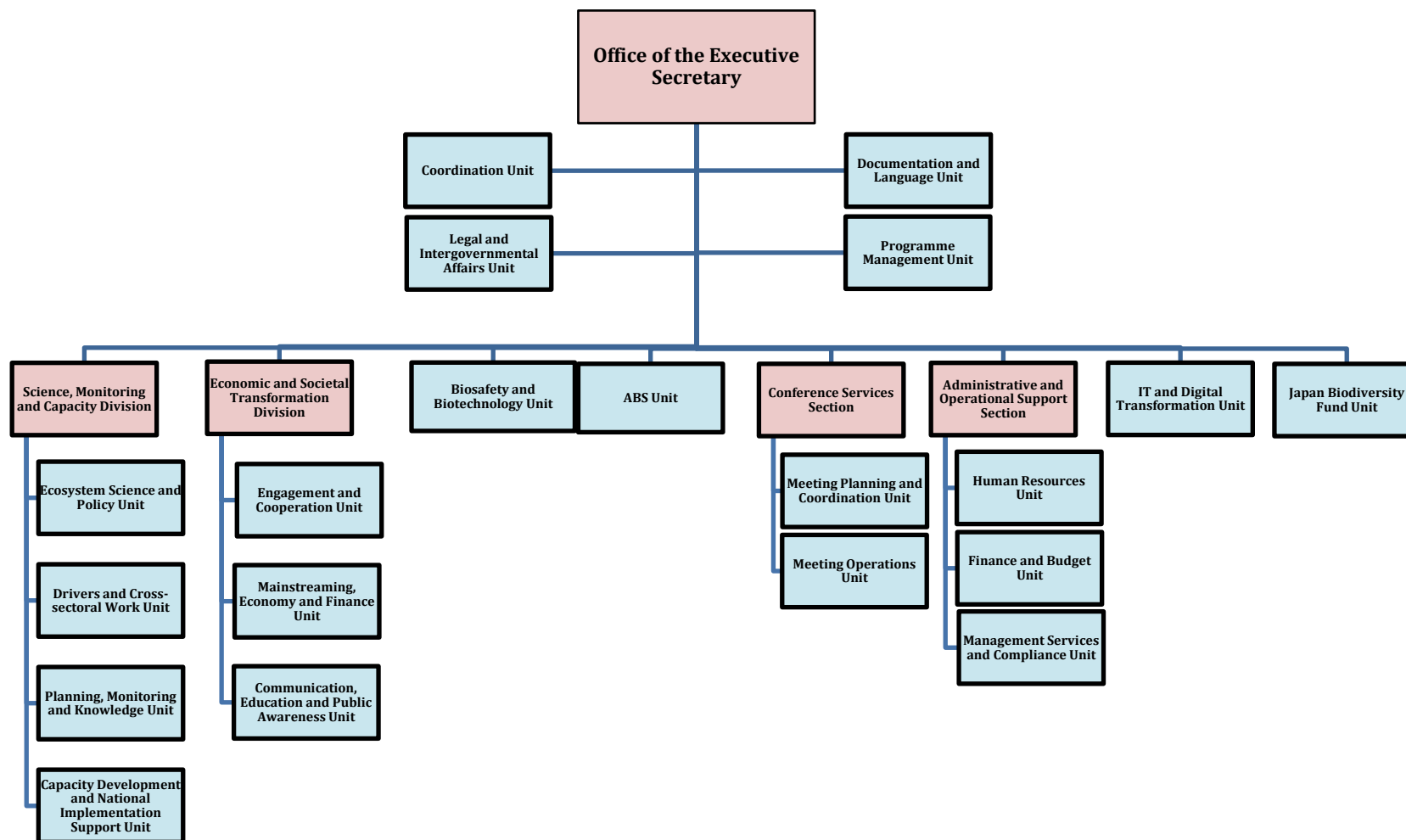


Table 1

Purpose statement of the divisions, sections and units of the Secretariat

<i>Division, section or unit purpose</i>
1. Office of the Executive Secretary The Office of the Executive Secretary represents the Convention and its Protocols, as well as the Secretariat; leads and manages the Secretariat as the fit-for-purpose organization, in line with its core mandates from the Convention and two Protocols as well as priorities guided by the Conference of the Parties, including its Strategic Plan (the Kunming-Montreal Global Biodiversity Framework).
1.1 Coordination Unit The Coordination Unit ensures the effective, coherent and well-managed functioning of the Office of the Executive Secretary. It provides strategic, managerial, operational and administrative coordination support to the Executive Secretary and Deputy Executive Secretary; serves as the central point for executive coordination, governance support and information flow across the Secretariat; manages core corporate processes and supports institutional coordination; ensures the timely circulation of information, documents and decisions.
1.2 Legal and Intergovernmental Affairs Unit The Legal and Intergovernmental Affairs Unit ensures that the Secretariat and the intergovernmental bodies of the Convention and its Protocols operate in conformity with applicable rules, regulations and treaty provisions. It supports the planning and conduct of intergovernmental meetings and provides legal advice on rules of procedure, treaty practice and legal frameworks. The Unit also supports Secretariat operations through legal advice on administrative, institutional and operational matters, thereby ensuring compliance with applicable rules, regulations and agreements.
1.3 Documentation and Language Unit The Documentation and Language Unit provides documentation management, editing, text-processing, translation and multilingual terminology services to the Secretariat, as well as advice and training on documentation and related United Nations standards, policy and practice. It thus supports it in fulfilling some of its core functions, in particular the servicing of meetings and the preparation of reports, as provided in subparagraphs 1 (a) and (c) of Article 24 of the Convention, respectively, and ensuring multilingualism, as a core value of the United Nations.
1.4 Programme Management Unit The Programme Management Unit supports senior management and the wider Secretariat in strategic results-based planning and management, the mobilization of funding, the matching of donor funds with priority activities, and effective planning, monitoring, and reporting of programmes, projects, and other voluntary-funded activities. It leads the maintenance of the Secretariat's Results-Based Management Framework, leads the costing of decisions of the Conference of the Parties and subsidiary body recommendations, providing essential information for budget documents for the Conference of the Parties. It also supports all staff of the Secretariat in the use of UN-Secretariat-wide and other tools for project and programme management.
2. The Science, Monitoring and Capacity Division The Science, Monitoring and Capacity Division provides technical, scientific and policy support to meetings of the Conference of the Parties and the subsidiary bodies in line with Articles 6, 7, 8, 9, 10, 12, 16, 17 and 18 of the Convention. It supports evidence-based implementation of the Convention and the Framework; facilitates planning and monitoring; and supports capacity-building and development and technical and scientific cooperation.
2.1 Ecosystem Science and Policy Unit The Ecosystem Science and Policy Unit conducts scientific, technical and policy analyses, and facilitates the development and application of relevant tools and approaches with respect to ecosystems, biomes and species, in line with Articles 8 (a) to 8 (f), 8 (i), 8 (k), 9, 10 (a) and 10 (b) of the Convention. The work of the Unit focuses on improving understanding of the state of various ecosystems, biomes and species, as well as pressures on them, and means to conserve and sustainably use biodiversity in support of the implementation of the Convention and the Framework.

2.2 Drivers and Cross-sectoral Work Unit

The Drivers and Cross-sectoral Work Unit provides scientific, technical, and policy information, together with analyses, tools, and guidance to address the drivers of biodiversity loss and to advance cross-sectoral work in line with Articles 8 (f), 8 (h), 8 (i), 8 (l) and 10 to support implementation of the Convention and the Framework.

2.3 Planning, Monitoring and Knowledge Unit

The Planning, Monitoring and Knowledge Unit leads the Secretariat's work on planning, monitoring, review and reporting, the monitoring framework, knowledge management, the clearing-house mechanism and the matters related to the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services in support of Article 6, 17, 18 and 26 of the Convention. The Unit focuses on designing systems for information exchange, undertaking global analyses and assessments of progress, developing tools and guidance, delivering capacity-building initiatives, supporting negotiation processes, and fostering collaboration related to planning, monitoring, review, reporting, information exchange and knowledge management at the national, regional and global levels.

2.4 Capacity Development and National Implementation Support Unit

The Capacity Development and National Implementation Support Unit promotes and facilitates capacity-building and development, technical and scientific cooperation, access to and transfer of technology and innovation support activities to enable Parties and relevant stakeholders to accelerate implementation of the Convention, the Framework and national biodiversity strategies and action plans.

3. Economic and Societal Transformation Division

The Division informs and enables Parties, stakeholders and institutional partners for effective implementation of the Convention, its Protocols, and the Framework by strengthening the economic, financial, knowledge and institutional foundations for action. To mobilize resources, societal support and collective global commitment, the Division leads engagement with and provides analytical support to coalitions and ministries responsible for finance, economic and development planning, trade, and high impact sectors of economy, as well as with indigenous peoples and local communities, major stakeholder groups, the United Nations system, private finance and business sectors, multilateral environmental agreements, and civil society among other relevant actors. As the host of expertise for means of implementation, it aims to ensure that biodiversity considerations are mainstreamed through whole-of-government, whole-of-society and whole-of-economy approaches leading to creation of societies with rapidly decreasing ecological footprints especially on biodiversity related indicators.

The Division also leads efforts to organize and service the meetings for two subsidiary bodies (the Subsidiary Body on Implementation and the Subsidiary Body on Article 8(j) and Other Provisions of the Convention on Biological Diversity Related to Indigenous Peoples and Local Communities), as well as their respective intersessional activities. It also contributes to serving the agenda items under its responsibility during the meetings of the Conference of the Parties and the Subsidiary Body on Scientific, Technical and Technological Advice.

Through solid analytics, strategic partnerships, and global outreach, the Division works with Parties and stakeholders to translate commitments into coordinated action that delivers for biodiversity, socioeconomic development, poverty reduction, and prosperity for all on a healthy planet.

3.1 Engagement and Cooperation Unit

The Engagement and Cooperation Unit leads engagement with indigenous peoples and local communities, major groups and other stakeholders – including women, youth and non-governmental organizations – in the work and processes of the Convention. It services the Subsidiary Body on Article 8(j) and related intergovernmental processes under the Convention, and provides policy and technical inputs to support implementation of the Convention and its Protocols. The Unit promotes and facilitates cooperation with international organizations, conventions and United Nations entities, and promotes integration of the biodiversity agenda into relevant intergovernmental processes in support of the Framework.

3.2 Mainstreaming, Economy and Finance Unit

The Mainstreaming, Economy and Finance Unit provides programmatic, technical and policy analysis to inform decision-making by the Conference of the Parties and supports implementation on biodiversity mainstreaming across economic sectors and different levels of government, as well as on the economic and financial dimensions of biodiversity, including resource mobilization and multilateral benefit-sharing. The Unit leads the Secretariat's engagement of the institutional structure operating the financial mechanism of the Convention and providing, on an interim basis, the Secretariat to the Cali Fund. The Unit also leads engagement with businesses and the trade and financial sectors to deliver the work programmes above.

3.3 Communication, Education and Public Awareness Unit

The Communication, Education and Public Awareness Unit, guided by Article 13 of the Convention, leads the work on raising public awareness, and mainstreaming and highlighting biodiversity into formal and informal education; leads on communication efforts to achieve the objectives of the Convention on Biological Diversity and its Protocols and to advance the implementation of the Framework.

4. Biosafety and Biotechnology Unit

The Biosafety Unit of the Secretariat supports international cooperation on biosafety, including work on the Cartagena Protocol on Biosafety (the only globally legally binding instrument dedicated to the safe handling, transport and use of living modified organisms), its Nagoya–Kuala Lumpur Supplementary Protocol on Liability and Redress and synthetic biology.

The Unit organizes and services meetings under these instruments and the Convention on Biological Diversity on matters related to biosafety and biotechnology, with the aim of fostering intergovernmental convergence. It further supports Parties in fulfilling their obligations by facilitating the generation, sharing and exchange of information on biosafety and modern biotechnology, including through the Biosafety Clearing-House, and by administering the Protocol's compliance mechanism to promote adherence to its provisions.

5. Access and Benefit-sharing Unit

The Access and Benefit-sharing Unit leads and coordinates the Secretariat's work on access and benefit-sharing under the Convention on Biological Diversity and the Nagoya Protocol. The Unit supports Parties in the effective implementation of access and benefit-sharing obligations, informed decision-making, and monitoring and review, with a primary focus on achieving Goal C and Target 13 of the Framework. It provides policy support, technical assistance, capacity-building support, and monitoring support on access and benefit-sharing under the Convention and the Nagoya Protocol. It also services intergovernmental processes and compliance mechanisms, as well as maintenance and enhancement of the Access and Benefit-sharing Clearing-House, including policy work related to digital sequence information on genetic resources, to facilitate Parties' implementation efforts.

6. Japan Biodiversity Fund Unit

The Japan Biodiversity Fund team manages and utilizes the Japan Biodiversity Fund to contribute effectively to the implementation of the Convention on Biological Diversity, its Protocols and the Kunming–Montreal Global Biodiversity Framework. The team provides a dedicated function within the Secretariat to deploy targeted support for developing country Parties, while ensuring coherence with Secretariat-wide priorities and decisions of the Conference of the Parties. Through the strategic use of the Fund, the team supports key national implementation efforts and facilitates inclusive participation in biodiversity action, thereby strengthening the overall effectiveness, coherence and impact of international support for biodiversity.

7. Conference Services Section

The Conference Services Section provides conference services in support of planning, organizing and servicing meetings of the Conference of the Parties and its subsidiary bodies, as well as intersessional, intergovernmental and technical meetings. It coordinates all conference service-related functions, including information technology support, participant registration, procurement, venue and event services, vendor liaison, travel and host government engagement. Through these functions, the Section ensures effective preparation and delivery of meetings and coordination with relevant international bodies to support implementation of the Convention and its Protocols.

7.1 Meeting Planning and Coordination Unit

The Meeting Planning and Coordination Unit provides strategic planning, coordination and conference management services for meetings under the Convention and its Protocols. It leads the logistical planning, organization and delivery of meetings, including venue management, conference technologies, audio-visual services, virtual and hybrid meeting solutions, and coordination with host governments, security services and meeting organizers to ensure the effective preparation and servicing of mandated meetings.

7.2 Meeting Operations Unit

The Meeting Operations Unit provides operational conference services for meetings organized under the Convention and its Protocols. It manages the activities activated in support of meetings, including participant registration, travel and related entitlements for funded participants, procurement for meetings and Secretariat operations, participant services, and virtual and hybrid meeting support, ensuring efficient and compliant delivery of conference operations.

8. IT and Digital Transformation Unit

The IT and Digital Transformation Unit provides reliable and secure digital services that support the implementation of the Convention and enable the organization's work. The Unit operates with a strategic focus, working closely by supporting and leading digital transformation internally to the Secretariat, other Conventions, and United Nations partners to improve collaboration, share solutions, promote interoperability, and align with United Nations-wide standards. Through the efficient use of digital tools and systems, the Unit provides information technology strategy and strengthens business efficiency and supports informed decision-making.

9. Administrative and Operational Support Section

The Administrative and Operational Support Section provides proactive, client oriented and innovative administrative and operational support services to all programme units, promoting efficiency and effectiveness, and managing and mitigating administrative and operational risk, within the Secretariat's mandate and delivery. Its services cover the whole spectrum of human resources, finance and budget and general administration functions.

9.1 Human Resources Unit

The Human Resources Unit provides strategic, client-oriented, and efficient human resource services to support the effective delivery of the Secretariat's mandate.

It ensures the attraction, development, and retention of a competent and diverse workforce, while promoting compliance with United Nations regulations and enabling a high-performing, agile, and accountable organization.

9.2 Finance and Budget Unit

The Finance and Budget Unit provides strategic budgetary and financial stewardship to ensure the sound management of the Secretariat's resources and to support the effective delivery of its mandate under the Convention on Biological Diversity and its Protocols. It leads on Programme Budget formulation and monitoring, ensuring its alignment with organizational priorities and the decisions of the Conference/Meeting of the Parties. The Unit oversees financial governance, compliance, and accountability, providing analysis and guidance that support transparent and informed decision-making by senior management and governing bodies. The Unit also manages financial operations across the Secretariat, including support to resource mobilization, expenditure control, financial reporting, and audit coordination, ensuring the efficient and responsible use of public funds entrusted to the Secretariat.

By delivering strategic financial analysis and rigorous budget oversight, the Unit strengthens the Secretariat's ability to implement its mandates, service intergovernmental processes, and support Parties in achieving the goals and targets of the Kunming–Montreal Global Biodiversity Framework.

9.3 Management Services and Compliance Unit

The Management Services and Compliance Unit supports advancing the Secretariat's internal administrative functions to enhance proactivity, transparency and efficiency, ensuring adherence to the highest United Nations accountability standards while supporting effective delivery of the Secretariat's mandate under the Convention and its Protocols. Acting as the central coordinating hub of the Administrative and Operational Support Section, it transforms administrative support into a strategic function that drives efficiency, accountability, compliance and sustainability. The Unit also strengthens operational transformation and efficiency through change management, standard operating procedures, ticketing systems and performance dashboards; ensures accountability, compliance and risk management and mitigation; strengthens quality assurance in partnership projects; and enhances sustainability and asset control, and effective management of assets and facilities.

Table 2

Coverage of targets and sections of the Kunming-Montreal Global Biodiversity Framework by units

<i>Target (summary) or section</i>	<i>Lead unit</i>	<i>Contributing units</i>
Target 1: Plan and manage all areas to reduce biodiversity loss	Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit	Planning, Monitoring and Knowledge Unit Mainstreaming, Economy and Finance Unit. Engagement and Cooperation Unit

<i>Target (summary) or section</i>	<i>Lead unit</i>	<i>Contributing units</i>
		Communication, Education and Public Awareness Unit
Target 2: Restore 30% of all degraded ecosystems	Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit	Planning, Monitoring and Knowledge Unit
Target 3: Conserve 30% of land, waters and seas	Ecosystem Science and Policy Unit	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit Mainstreaming, Economy and Finance Unit. Engagement and Cooperation Unit Communication, Education and Public Awareness Unit
Target 4: Halt species extinction, protect genetic diversity, and manage human-wildlife conflicts	Ecosystem Science and Policy Unit	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit
Target 5: Ensure sustainable, safe and legal harvesting and trade of wild species	Drivers and Cross-sectoral Work Unit	Planning, Monitoring and Knowledge Unit Ecosystem Science and Policy Unit
Target 6: Reduce the introduction of invasive alien species by 50% and minimize their impact	Drivers and Cross-sectoral Work Unit	Planning, Monitoring and Knowledge Unit Ecosystem Science and Policy Unit
Target 7: Reduce pollution to levels that are not harmful to biodiversity	Drivers and Cross-sectoral Work Unit Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Ecosystem Science and Policy Unit Mainstreaming, Economy and Finance Unit. Communication, Education and Public Awareness Unit
Target 8: Minimize the impacts of climate change on biodiversity and build resilience	Drivers and Cross-sectoral Work Unit Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Ecosystem Science and Policy Unit Mainstreaming, Economy and Finance Unit. Communication, Education and Public Awareness Unit
Target 9: Manage wild species sustainably to benefit people	Currently no dedicated unit or staff resources	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit
Target 10: Enhance biodiversity and sustainability in agriculture, aquaculture, fisheries, and forestry	Currently no dedicated unit or staff resources	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit
Target 11: Restore, maintain and enhance nature's contributions to people	Currently no dedicated unit or staff resources	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit
Target 12: Enhance green spaces and urban planning for human well-being and biodiversity	Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit	Planning, Monitoring and Knowledge Unit
Target 13: Increase the sharing of benefits from genetic resources, digital	Access and Benefit-sharing Unit	Planning, Monitoring and Knowledge Unit

<i>Target (summary) or section</i>	<i>Lead unit</i>	<i>Contributing units</i>
sequence information and traditional knowledge		
Target 14: Integrate biodiversity in decision-making at every level	Mainstreaming, Economy and Finance Unit Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Ecosystem Science and Policy Unit Communication, Education and Public Awareness Unit
Target 15: Businesses assess, disclose and reduce biodiversity-related risks and negative impacts	Mainstreaming, Economy and Finance Unit	Planning, Monitoring and Knowledge Unit Access and Benefit-sharing Unit
Target 16: Enable sustainable consumption choices to reduce waste and overconsumption	Drivers and Cross-sectoral Work Unit Mainstreaming, Economy and Finance Unit	Planning, Monitoring and Knowledge Unit Communication, Education and Public Awareness Unit
Target 17: Strengthen biosafety and distribute the benefits of biotechnology	Biosafety and Biotechnology Unit	Planning, Monitoring and Knowledge Unit
Target 18: Reduce harmful incentives by at least \$500 billion per year, and scale up positive incentives for biodiversity	Mainstreaming, Economy and Finance Unit	Planning, Monitoring and Knowledge Unit Engagement and Cooperation Unit Communication, Education and Public Awareness Unit
Target 19: Mobilize \$200 billion per year for biodiversity from all sources, including \$30 billion through international finance	Mainstreaming, Economy and Finance Unit	Planning, Monitoring and Knowledge Unit Access and Benefit-sharing Unit Engagement and Cooperation Unit Communication, Education and Public Awareness Unit
Target 20: Strengthen capacity-building, technology transfer, and scientific and technical cooperation for biodiversity	Capacity Development and National Implementation Support Unit	Planning, Monitoring and Knowledge Unit Access and Benefit-sharing Unit Drivers and Cross-sectoral Work Unit Ecosystem Science and Policy Unit
Target 21: Ensure that knowledge is available and accessible to guide biodiversity action	Planning, Monitoring and Knowledge Unit	Capacity Development and National Implementation Support Unit Access and Benefit-sharing Unit Ecosystem Science and Policy Unit
Target 22: Ensure participation in decision-making and access to justice and information related to biodiversity for all	Engagement and Cooperation Unit Communication, Education and Public Awareness Unit	Planning, Monitoring and Knowledge Unit Access and Benefit-sharing Unit
Target 23: Ensure gender equality and a gender-responsive approach for biodiversity action	Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Communication, Education and Public Awareness Unit
Section C	Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Drivers and Cross-sectoral Work Unit Capacity Development and National Implementation Support Unit Ecosystem Science and Policy Unit
Section I	Mainstreaming, Economy and Finance Unit Engagement and Cooperation Unit	Planning, Monitoring and Knowledge Unit Capacity Development and National Implementation Support Unit

<i>Target (summary) or section</i>	<i>Lead unit</i>	<i>Contributing units</i>
Section J	Planning, Monitoring and Knowledge Unit	All relevant units are contributing
Section K	Communication, Education and Public Awareness Unit	Planning, Monitoring and Knowledge Unit Capacity Development and National Implementation Support Unit

Note: Units indirectly supporting the work related to various targets and sections are not highlighted in the table.

Table 3

Requirements for additional posts identified in the revised organizational structure, to ensure its full operationalization

<i>Unit</i>	<i>Brief description of additional posts identified in the revised organizational structure</i>
Capacity Development and National Implementation Support Unit	Programme management officer (P-4) to lead and coordinate policy work on technical and scientific cooperation, technology transfer and innovation
Capacity Development and National Implementation Support Unit	Programme management officer (P-4) to lead providing support to national implementation
Drivers and Cross-sectoral Work Unit	Programme management officer (P-3) to lead the work on the impacts of pollution on biodiversity
Drivers and Cross-sectoral work Unit	Programme management officer (P-3) to lead the work on biodiversity-inclusive spatial planning, land-use change and restoration
Meeting Planning and Coordination Unit	Conference services officer (P-3) to strengthen the planning, logistics organization and coordination of all meetings
Programme Management Unit	Associate programme management officer (P-2) to support the maintenance of the RBB framework, costing of decisions and the Secretariat-wide strategic planning and monitoring process
IT and Digital Transformation Unit	Associate information systems officer (P-2) to strengthen and support the maintenance of the information technology and digital transformation infrastructure
Mainstreaming, Economy and Finance Unit	Associate programme management officer (P-2) for mainstreaming, in particular financial sectors, to support resources mobilization
Communication, Education and Public Awareness Unit	Associate communication officer (P-2) to support activities of the Unit and facilitate the implementation of the global plan of action for education on biodiversity
Mainstreaming, Economy and Finance Unit	Senior programme assistant (G-7) to support the work of the Unit, in particular mainstreaming of sectors and subnational governments