

# **DRAFT STRATEGY**

## **FOR THE DEVELOPMENT OF**

### **THE GLOBAL CLIMATE CHANGE ADAPTATION NETWORK**

**Draft 16 January 2009**

This document builds upon the key outcomes of the consultations conducted in 2008. It outlines the current thinking on the objectives, core functions and corresponding structure, credibility, effectiveness and sustainability issues of the Network, and suggests a roadmap for the next steps in its development. The document is a gradually evolving one, giving a framework for further consultations and discussions, which in turn will influence the Network development process.

## EXECUTIVE SUMMARY

The Parties to the UNFCCC have recognized the paramount importance of promoting adaptation actions and have adopted actionable mandates under the UNFCCC Subsidiary Body for Scientific and Technological Advice (SBSTA) and the Subsidiary Body for Implementation (SBI). Specifically, the SBSTA at its 28<sup>th</sup> Session “recognized that regional centres and networks undertaking work relevant to climate change play an important role in enhancing adaptation” and also “agreed to promote existing networks for impacts, vulnerability and adaptation and encouraged the establishment of new networks.”

To this end, UNEP, in partnership with key UN and other international organizations, has proposed to develop a **Global Climate Change Adaptation Network (The Network)**. The Network aims to support the adaptation activities under the UNFCCC, particularly the implementation of the 9 areas of work of the Nairobi Work Programme on Impacts, Vulnerability and Adaptation and their integration, the implementation of decision 1/CP.10, and enhanced actions for adaptation under the LCA, using the approach of “**knowledge-based adaptation**” as requested by many Parties at COP14.

Several bilateral and multilateral consultations have been undertaken on the development of the Network, including an International Consultation Meeting in October 2008, hosted by the Government of the Republic of Korea, and consultations at SBSTA-29 and other events during UNFCCC COP14.

The **overall objective** of the Global Climate Change Adaptation Network is to help build climate resilience of vulnerable human systems, ecosystems and economies through the mobilization of knowledge and technologies to support adaptation capacity building, policy-setting, planning and practices. This objective will be achieved through the execution of the **core Network functions** suggested below:

- Mobilizing **knowledge and technology** by improving their availability, accessibility and usability for user-communities at all levels;
- Piloting **adaptation options**, demonstrating and disseminating the best practices;
- Assembling and providing **packages of adaptation services** including knowledge, technology and capacity, to support adaptation actions taken by governments, practitioners and communities;
- Supporting the increased **integration of adaptation options** into national and regional development planning processes and practices;
- Promoting **synergies and collaboration** between various disciplines, groups of practitioners, sectors, and regions, through the above functions.

The suggested **Network structure** corresponding to the above functions composes of ground facilities, regional centers and an international support group of technical institutions. These components can be supported and complemented by a knowledge management system and regional policy forums, as well as conventional networking activities. Each Network component will play its unique role at the appropriate scales and will serve different user groups. For example, local communities will benefit from the services of the ground facilities, and policy-makers and planners will benefit from the services of regional centers. At the same time each component will be interlinked and mutually supportive to the other Network components. The Network will not seek to set up new institutions or facilities, but rather to build on existing ones and strengthen their capacity

to play a stronger role in the area of adaptation.

Globally, the **thematic areas** that the Network operations should cover include most if not all vulnerable sectors such as water, ecosystems, agriculture and food, coastal areas and health, and their linkages to lives, livelihoods and life-supporting systems. In terms of priority, each region has its specific key vulnerable sectors and systems, such as water and food for Africa, or coastal areas for Asia's mega-deltas and SIDS in the Pacific and the Caribbean. The specific vulnerabilities in different regions and the corresponding regional focus areas for Network operations will be identified through regional consultations.

Strong consensus has been built on the importance of maintaining the **credibility, effectiveness and sustainability** of the Network, through timely delivery of quality services and associated sustained financial support. The steps for ensuring this include a competitive selection process of the Network components ensuring timely and high quality Network services, and an objective performance assessment process ensuring the accountability and sustainability of the Network.

The Network will not only aim at meeting increasing demands for climate change adaptation in the long-term, but must also be able to address the most pressing and urgent adaptation needs. Accordingly, a three-phase Network development process is proposed. The first phase is the inception and piloting phase (2009-2010). The following two phases would include the expansion of the Network and amendment of the specific functions of its components (Phase 2, 2011-2013), and the full operation of the Network (Phase 3, from 2014 onwards).

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## INTRODUCTION TO THE NETWORK: RESPONDING TO REAL NEEDS FOR ADAPTATION

The impact of climate change is an unprecedented and increasing global threat to life, livelihoods, and life-supporting systems. Even if the most stringent mitigation measures were put in place today, the impacts of climate change would continue for centuries. There is an urgent need for immediate and adequate actions to adapt to climate change before its impacts become unmanageable. At the same time human beings must prepare for long-term consequences of a changing climate. However, significant barriers and constraints persist for adaptation efforts in developing countries, including a lack of necessary finance and technology. **Even if adequate financial and technological resources were in place, capacity to utilize these resources on adaptation is one of the most pressing challenges for developing countries. Hence a prerequisite for any adaptation effort must be to build essential adaptive capacities rapidly.**

The Parties to the UNFCCC have recognized the paramount importance of promoting adaptation action. The Bali Action Plan which sets the stage for the evolving negotiations on the post-2012 regime under the Ad-hoc Working Group on Long-Term Cooperative Action has identified enhanced action on adaptation as one of the key elements to be addressed to enable the full, effective and sustained implementation of the Convention. The four areas identified for further adaptation action in this regard include streamlining and scaling-up resources, adaptation planning, knowledge sharing, and institutional frameworks.

International cooperation to support urgent implementation of adaptation actions has been identified by the Parties as a key consideration in enhancing action on adaptation in the context of the Bali Action Plan and beyond. Further, the SBSTA at its 28<sup>th</sup> Session “recognized that regional centres and networks undertaking work relevant to climate change play an important role in enhancing adaptation” and also “agreed to promote existing networks for impacts, vulnerability and adaptation and encouraged the establishment of new networks.”

To respond to these identified needs, UNEP, in partnership with key UN and other international organizations including UNDP, UNFCCC, WMO, UNISDR, UNITAR, WFP, FAO, START, WB-CGIAR, ILTER, SEI, WWF, IUCN, IIED etc., has proposed the development of a **Global Climate Change Adaptation Network**. The Network will enhance the adaptive capacity of developing countries by mobilizing knowledge and technologies in a coherent manner, to help build the climate resilience of vulnerable ecosystems and economies. The Network will aim to support the adaptation activities under the UNFCCC, particularly the implementation of the 9 areas of work of the Nairobi Work Programme on Impacts, Vulnerability and Adaptation and their integration, the implementation of decision 1/CP.10, and enhanced actions for adaptation under the Long-term Cooperative Actions (LCA) under the Bali Action Plan. The Network will address the specific needs identified by the Parties through supporting the implementation of the priorities identified in National Adaptation Programmes of Action (NAPAs) and National Communications. Furthermore, many Parties to the UNFCCC proposed “**knowledge-based adaptation**” at COP14 as a key approach for the enhanced action for adaptation in the context of the LCA. The Network will provide the most appropriate knowledge, technology and capacity support to this approach.

To initiate a process for the development of the Network, UNEP convened an International Consultation Meeting on 30-31 October 2008, hosted by the Government of the Republic of Korea in Changwon. Participants included experts from developing regions (Africa, Asia, Latin America and SIDS), representatives from governments and foundations, as well as UN and other partner organizations. **Participants reached a clear consensus on the need for the Network, its main functions, and the ways to maintain its effectiveness, credibility and sustainability.** These key outcomes were presented to the 29<sup>th</sup> Session of SBSTA during COP14 and were strongly endorsed by many Parties to the UNFCCC.

This document builds upon the key outcomes of the Changwon consultation meeting, comments and suggestions from Parties and organizations at COP14, and other informal consultations undertaken with institutions and individuals on the development of the Network. It outlines the current thinking on the objective, functions, structure and management mechanisms for the Network, and provides the strategy for the next steps in its development. The document is meant to be a gradually evolving one, giving a framework for further consultations and discussions, which in turn will contribute to the Network development process.

## 1. NETWORK OBJECTIVE AND MAIN FUNCTIONS

The overall objective of the Global Climate Change Adaptation Network is to help build climate resilience of vulnerable human systems, ecosystems and economies through the mobilization of knowledge and technologies to support adaptation capacity building, policy-setting, planning and practices.

This objective will be achieved through the implementation of the main Network functions suggested below:

- Mobilizing **knowledge and technology** by improving their availability, accessibility and usability for user-communities at all levels;
- Piloting **adaptation options**, demonstrating and disseminating the best practices;
- Assembling and providing **packages of adaptation services** including knowledge, technology and capacity, to support adaptation actions taken by governments, practitioners and communities;
- Supporting the increased **integration of adaptation options** into national and regional development planning processes and practices;
- Promoting **synergies and collaboration** between various disciplines, groups of practitioners, sectors, and regions, through the above functions.

These functions will strengthen the long-term technical and institutional capacity for building resilience and adapting to climate change of the vulnerable regions.

Considering the cross-cutting and multi-disciplinary nature of climate change adaptation, it would be unrealistic to aim for the Network to cover all possible areas of work in its inception phase. Rather, there is a need to identify priority **thematic areas of work** (such as water resources), where the Network piloting can start from. Building on these first hand experiences, the thematic coverage of the Network can be subsequently expanded.

## 2. NETWORK STRUCTURE AND THE ROLES OF ITS COMPONENTS

Considering the Network objectives and functions outlined above, the next step is to identify a corresponding structure for the Network that can efficiently undertake these functions and enable the achievement of the objective. At the same time, it is recognized that the Network design should incorporate sufficient flexibility and responsiveness to meet the dynamic needs evolving in the

course of the Network development.

It is suggested that the structure of the Network that responds to its functions would compose of **ground facilities, regional centers and an international support group of technical institutions and experts**. These components can be supported and complemented by **a knowledge management system and regional policy forums**, as well as conventional networking activities. No national level structures are suggested, as the role of the Network is seen mainly in supporting and complementing, rather than taking on, the specific roles of governments and communities in adaptation.

Each Network component will play its unique role at the appropriate scales and will serve different user groups. At the same time each component will be interlinked and mutually supportive to the other Network components. A key consideration in the design and implementation of the Network structure is the urgent need to build institutional capacity in the countries and regions most vulnerable to climate change impacts. The Network will not seek to set up new institutions or facilities, but rather to build on existing ones and strengthen their capacity to play a stronger role in the area of adaptation.

**Ground facilities** are proposed for building the adaptive capacity of local communities and for supporting decision-making at various levels of governance, in particular at the national and regional levels. The core functions of the ground facilities would include:

- monitoring climate change and its impacts to support the assessment and early warning of climate change impacts;
- experimenting, piloting and demonstrating the most appropriate adaptation options in line with local and national circumstances;
- identifying and delivering support and services needed at the local level, and building capacity of local organizations for community-based adaptation;
- identifying and disseminating knowledge and experiences from the above activities (successful adaptation options, hands-on knowledge, tools, and best practices) to other communities and decision-makers at various levels.

**Regional centers** are proposed for improving the availability and usability of data, information and knowledge at the regional, sub-regional and national levels, for providing technical support to policy-setting and planning at national level, and for strengthening regional cooperation. The core functions of the regional centers would include:

- the collection, synthesis, packaging and dissemination of adaptation-related data, information and knowledge (including those generated from ground facilities) at regional and national levels;
- serving as knowledge centers for adaptation, and supporting coordinated monitoring, experimentation, and demonstration activities of ground facilities;
- providing advisory services and technical support to national efforts on integrating adaptation into development process;
- building the capacity of regional and national actors, and strengthening regional and inter-regional cooperation through the above activities.

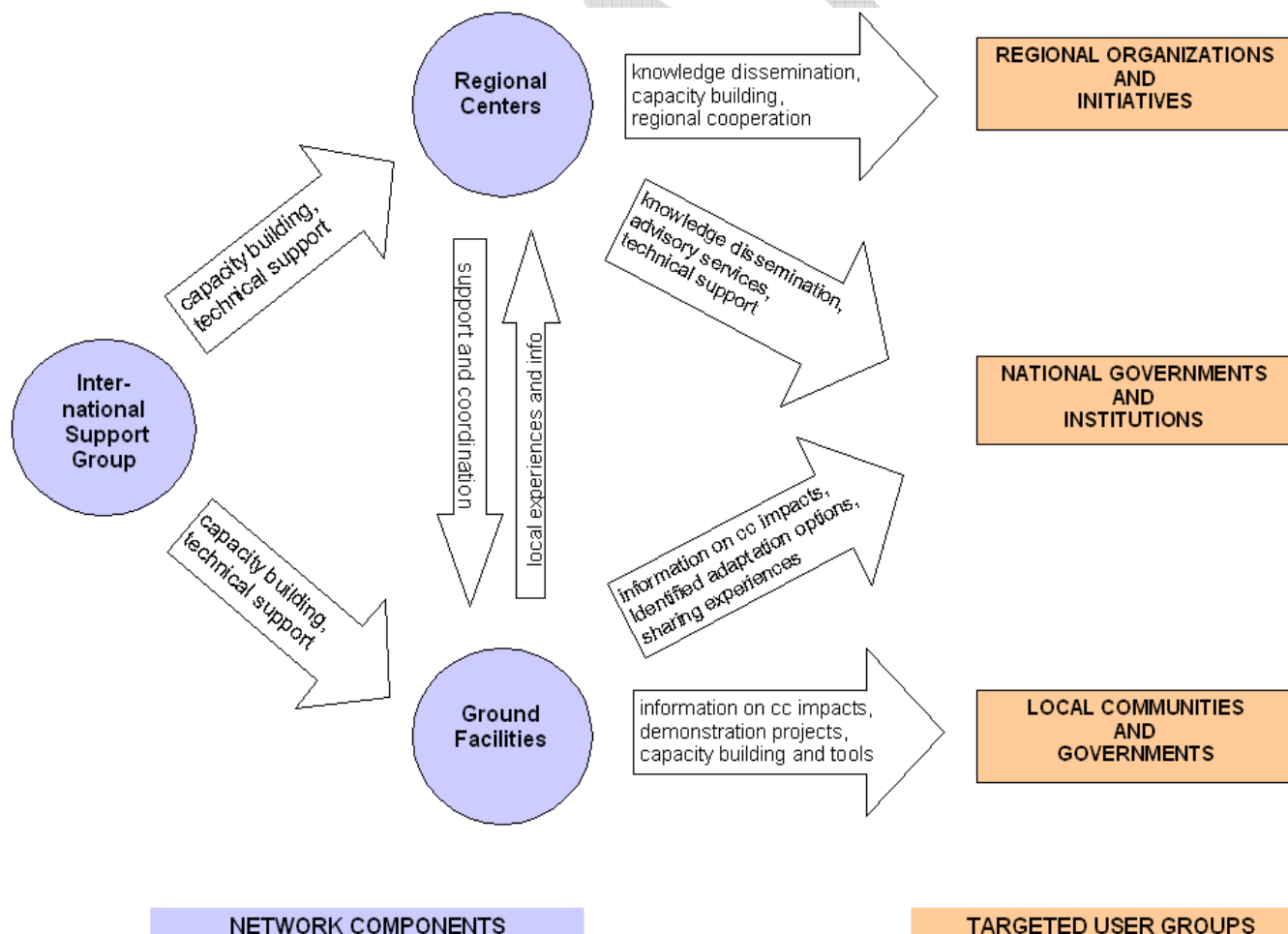
The regional centers will have a specific role to play as nodes bringing together top-down

international technical expertise and knowledge, and bottom-up lessons learnt and best practices from the ground facilities, and disseminating these in the form of packaged support to relevant regional and national actors.

**An international support group of technical institutions**, including advanced networks of ground facilities and regional centers in developed countries, is proposed for helping to build the capacity of the network of ground facilities and regional centers in developing countries and for responding to the needs of global or inter-regional adaptation initiatives. Its core functions would include:

- providing advisory services as well as technical and knowledge support, methods and tools for the ground facilities and regional centers in response to specific needs and requests;
- reviewing and updating best practice and guidance on impact and vulnerability assessment methodologies and the evaluation of adaptation strategies and options;
- facilitating knowledge management and dissemination;
- coordinating the development and implementation of inter-regional projects as international partnerships, drawing on expertise and facilities of the regional centers and ground facilities.

The indicative diagram below shows the Network structure and the flow of functions:



### **3. THEMATIC AREAS FOR NETWORK OPERATION**

Globally, the thematic areas that the Network operations should cover include most if not all vulnerable sectors such as water, ecosystems, agriculture and food, coastal areas and health, etc. and their linkages to lives, livelihoods and life-supporting systems. In terms of priority, each region has its specific key vulnerable sectors and systems, such as water and food for Africa, or coastal areas for Asia's mega-deltas and SIDS in the Pacific and the Caribbean. The specific vulnerabilities in different regions and the corresponding regional focus areas for Network operations will be identified through regional consultations.

However, the Network will in its pilot phase give priority to adaptation actions that support water and ecosystems management in a changing climate, because of the major significance of water and ecosystems to lives, livelihoods and life-supporting systems. The Network could support the monitoring and modelling as well as forecasting the likelihood of water scarcity and over-abundance, help policy setting and planning, and prepare for responsive actions including technology and capacity support to governments and communities. It is suggested that the pilot phase in Africa starts with water resource management with both hard and soft technologies. For ecosystems, agriculture and coastal zone management, regional prioritization will be needed to ensure a bottom-up and demand-driven approach. For example, mountain ecosystems are priorities in the Himalayan region, while building resilience of the Amazon forest may be a priority in Latin-America.

### **4. KEY STAKEHOLDERS, TARGET BENEFICIARIES, AND SERVICES TO BE DELIVERED**

The key stakeholders of the Network include a wide range of actors at different levels, due to the global and cross-cutting nature of the Network. Societies all over the world will benefit from the Network, in the short- and/or long-term, in planning and implementing adaptation activities. The Network will focus on the most vulnerable countries and regions, and on the most vulnerable groups of people.

In particular, local communities will benefit from the information on climate change and its impacts, as well as from the adaptation demonstration projects and capacity building that will be provided by the ground facilities. Policy-makers and planners at different levels of governance (local, national and regional) will benefit from the better coordinated adaptation-related data and information collection and distribution, communication of adaptation priorities and approaches through ground facilities and regional centers, and the technical support provided by the regional centers for policy-setting and planning. UN and other international and regional agencies, organizations, and donors will benefit from the Network through the improved quality and availability of information, the presence of ground facilities and regional centers as vehicles for the delivery of adaptation initiatives, and the better coordination of regional and international adaptation initiatives through the support from the regional centers.

The specific beneficiaries and user groups of the Network services will be further defined in the course of the Network development, and the actual processes for linking supply from the Network with demands from the user groups will be further elaborated on. The specific products and services to be provided by the Network will remain flexible, in order to evolve and grow according to the needs to be identified by users and international processes.

## 5. NETWORK MANAGEMENT AND SUSTAINABILITY CONSIDERATIONS

In order to ensure the long-term sustainability of the Network, some key considerations must be integrated in its design and development. Firstly, for building and maintaining the credibility of the Network, an efficient mechanism is needed to ensure the provision of timely and high quality Network products and services. Secondly, there is a need for a light yet effective management structure for the Network. Finally, identifying and setting in place a long-term and sustainable financing mechanism will be instrumental for ensuring the maintenance of the Network, its functions and the services it provides in the long-term.

### (i) Ensuring the provision of timely and high quality products and services

The selection of the Network components should be an open and transparent process, using agreed **selection criteria** for ensuring the competency of the selected components, and building on existing ground facilities and centers of excellence. The selection process should be undertaken by an independent panel, and could be jointly organized by UNEP and its partner organizations. A set of criteria for the selection of the ground facilities and regional centers should be commonly agreed upon. The criteria must be flexible enough to accommodate both well-established and up-coming institutions, as well as regional differences. The ideal candidates would be fully functional in the area of climate change adaptation. Where fully functional candidates do not exist, partially functional candidates can be selected, and their necessary functions strengthened. Partnerships with civil society and private sector organizations should be encouraged.

To ensure the delivery and maintenance of quality Network services, there is a need to establish an efficient mechanism for **quality control and performance assessment**. The performance of the Network components could be assessed on the basis of brief annual reports and comprehensive triennial performance evaluation. Performance would be evaluated against agreed criteria, covering issues such as the services delivered by the facilities to communities and governments and the feedback received from these user-groups. The performance assessments could also be used for deciding annual budget distribution, as well as the eligibility of facilities for funding on a triennial basis. It is suggested that the primary set of criteria for the quality control of the Network services is agreed at a global level. Secondary set of criteria would be more flexible and can be agreed at regional level, to accommodate regional differences.

### (ii) Putting in place a light yet effective management structure

While the first phase of the Network development can be managed through an ad-hoc group involving key partners and stakeholders, eventually there will be a need to put in place a more established management structure for supporting the evolution of the Network and its functions. Given that adaptation activities are different from one region to another, and in most cases site and ecosystem specific, it is suggested that the management structure accommodates an appropriately scaled distributed management pattern and is dynamic and flexible in its functions. The overall management structure could be composed, as an example, of a small Secretariat, a Board acting as the main decision-making body, and a Technical Advisory Panel responsible for the selection of the ground facilities and the regional centers in the Network development phase. Once the Network is in full operation, the Technical Advisory Panel could be responsible for assessing the performance of the Network and its components on the basis of the annual reports and comprehensive triennial performance evaluation.

### **(iii) Providing long-term sustained financing for the Network and its core functions**

The existing institutions and networks upon which the Global Climate Change Adaptation Network will be built are mostly supported by the Governments of the host countries. However, an incremental cost is foreseen for the strengthening of the existing adaptation activities and for the additional activities not previously covered by the selected regional centers and ground facilities. The provision of support services and the mobilization of knowledge and expertise from developed to developing countries, as well as those between developing countries, will also have cost implications.

Considering the long-term nature of the Network and its operations, financing of the Network should be through a long-term arrangement, with a **core budget to support the core set of Network functions**. An incremental approach to financing the Network is suggested, starting with the financing of the pilot phases and gradually building up to the establishment of a long-term funding arrangement (such as a Trust Fund). There is a need to develop a financing strategy for the Network, and possible financing opportunities will be explored with governments, the international community, and relevant foundations.

Detailed annual costs of supporting the ground facilities and centers will depend on their specific functions. The total estimated budget for a fully functional Network also depends on the total number of ground facilities and regional centers to be supported, as well as on the number of international technical support institutions and their specific functions. The rough estimated cost of supporting the primary adaptation functions of a ground facility such as an ecological research station is approximately USD 50,000/yr, and the cost of supporting those of a regional center is approximately USD 500,000/yr. The estimated cost to enable an international technical support institution to deliver its services to regional centers and ground facilities is of about the same order of magnitude as the cost of supporting a regional centre.

## **6. ROADMAP FOR THE NETWORK DEVELOPMENT: THE NEXT STEPS**

The Network will not only aim at meeting increasing demands for climate change adaptation in the long-term, but must also be able to address the most pressing and urgent adaptation needs. To meet both the immediate and long-term needs, a three-phase Network development process is proposed, enabling the **delivery of services right from the beginning of the Network development**. The first phase is the inception and piloting phase (2009-2010). The following two phases would then include the expansion of the Network and amendment of the specific functions of its components (Phase 2, 2011-2013), and the full operation of the Network (Phase 3, from 2014 onwards).

The first phase of the Network development will start to deliver services to address the pressing concerns on adaptation, through piloting the Network in selected regions, building on the track-record and competency of the selected ground facilities and regional centers. At the same time, a final strategy for the Network and the three phases of its development will be further developed through regional consultations, and the Network management structure and financing strategy will be put in place.

## **I. The inception and piloting phase: building consensus and credibility (2009-2010)**

### **(i) Continuing the consultation process**

The informal consultations with interested governments, organizations, institutions, and individuals will continue throughout 2009. The consultations will aim at reaching a common understanding on the exact functions, structure and management mechanism for the Network, and building ownership among the participating entities. The key questions identified under the various headings above, including the considerations of ensuring the effectiveness and credibility as well as financial sustainability of the Network, will be addressed through the consultation process.

Another important aspect of the consultation process will be to engage with other planned global and regional initiatives with aims that are similar to those of the Network. There is a need to see how the Network can best liaise with and complement these initiatives, to avoid overlaps and maximise synergies.

### **(ii) Regional consultation meetings**

Regional consultation meetings on the Network development will be organized in different regions during the first half of 2009. These meetings will contribute substantively to the development of the Network at the global level, by bringing the key institutions and experts in the area together to discuss the functions, structure and management mechanisms for the overall Network. At the same time, the regional consultation meetings will have a key role in identifying the specific needs and priority thematic areas of work in the region in question, and to guide the initiation of the piloting of the Network in the region.

Four regional consultations have so far been planned for early 2009. These are consultation meetings for Africa (19-20 January, Nairobi), Asia-Pacific (2-3 February, Tokyo), Latin America and Caribbean (April, Mexico City), and West Asia (June, host tbc). Further consultations will be planned for second half of the year, including also possible meetings focussing specifically on the technical and financial sustainability of the Network.

### **(iii) Piloting the Network**

Following the regional consultation meetings, the piloting of the agreed Network functions and components will be initiated in selected regions, and on identified priority thematic areas of work. The focus of the piloting will be on testing the agreed approaches, and learning from the experiences. It will be important to ensure effective feedback mechanisms, so that the lessons learnt from the piloting will contribute to the fine-tuning of the overall Network structures and functions.

### **(iv) Communicating the Network development process**

The process of the Network development and establishment should be widely communicated to reach possible candidate institutions of ground facilities, regional centers, and international support institutions, as well as potential partners and donors. A comprehensive outreach and communication strategy will be developed for strategically and consistently communicating the key messages of the Network throughout the different phases of its development. The strategy should include clear objectives, identify the various target groups and the messages to be transmitted to them, specify communication tools that will be used, set a timeframe for the communication activities, and consider the available financial and human resources.

Some possible outreach activities would include the development of a brochure or a folder on the Network and the organization of side events and/or dedicated discussion sessions in the margins of

the UNFCCC meetings particularly COP15, as well as other relevant conferences. To facilitate the dissemination of information and the sharing of best practices between the various Network components, as well as between the management bodies and the Network components, a user-friendly website for the Network will be established.

**(v) Key deliverables of the pilot phase**

- High quality Network package products and services delivered to governments and communities in a timely manner;
- Main Network functions and corresponding structures tested, further developed and agreed;
- Consensus built on both primary and secondary selection and performance evaluation criteria for Network components;
- Successful Network components such as piloting centres and ground facilities in developing countries as well as international support institutions identified and supported;
- Implementation plan for further development of the Network endorsed by governments and partner organizations including, in addition to the above, a sustained long-term financing mechanism and effective management structure;
- Progress in the development of the Network reported back to UNFCCC COP 15 and 16.

**II. The development and expansion phase: establishing a fully functional and credible Network (2011-2013)**

The development and expansion phase will continue delivering key products and services to the main user groups, in particular governments and communities. Meanwhile, the phase will involve a step-by-step process to:

- expand the coverage of the Network and increase the number of Network components;
- fine-tune the specific functions of the Network components and its overall structure;
- strengthen the linkages amongst the Network components;
- enhance the responsiveness of the Network through the establishment of formal demand-supply dialogue fora with governments and communities;
- complement selection and evaluation process to ensure performance, accountability and sustainability of the Network and its selected components;
- set up a long-term financing mechanism to support the core set of Network functions, which is reportable to the COP of UNFCCC;
- establish a fully functional Network for operation.

### **III. The full operation phase: maintaining effectiveness, credibility and sustainability (2014 onwards)**

Entering into the phase of full Network operation, it will be of utmost importance to ensure the effectiveness, credibility and sustainability of the Network functions to deliver needed products and services. Key principles to be followed will include a) demand-driven services and products; b) core budget for core functions; and c) periodic component evaluation and rotation process to ensure a flexible and credible Network. Possible management tools to be used include:

- **General by-law** to define the mandates of the Network and the core functions of each of the Network components, as well as its management structure and evaluation mechanism;
- **Performance evaluation criteria and procedures**, including annual reports and triennial assessments, which will allow annual budget allocations to match the performance of each component and generate an automatic rotation mechanism to drop those components unable to deliver (e.g. 5% annually) and recruit emerging capable components;
- **Knowledge/technology sharing policy.**

#### **7. A PARTNERSHIP FOR THE NETWORK**

The process of the development of the Global Adaptation Network is also a process of partnership building between the UN and its member countries, and amongst different UN agencies and other international and regional organizations. The partnership will ensure the coherence and efficiency of Network development and function, as well as the timely delivery of the core set of package services needed by governments and communities, in view of the scarce resources for meeting the great and continuously increasing demands.