



Inter-Parliamentary Union  
For democracy. For everyone.

# 131<sup>st</sup> IPU ASSEMBLY AND RELATED MEETINGS

Geneva, 12 - 16.10.2014

Executive Committee  
Item 6  
Governing Council  
Item 7

EX/270/6(b)-P.1  
CL/195/7-P.1  
16 October 2014

## 2015 Consolidated Budget

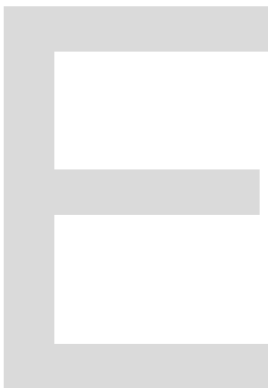
### **Delivering on the IPU's Strategy while reducing the financial burden on Members**

The Inter-Parliamentary Union (IPU) stands for better parliaments and stronger democracies. As the world organization of parliaments, it enables parliamentary debate, dialogue, cooperation and action at an international level and also delivers programmes, technical assistance and conducts research. Its annual budget provides the means to pursue these objectives.

The 2015 consolidated budget is a financial translation of the plan to implement the IPU's Strategy for 2012-2017. The plan for 2015 is set out in Section 5 as a summarized logframe, derived directly from the objectives of the Strategy. The budget anticipates gross operating expenditure for the year of CHF 15.5 million. The majority of the budget is funded by the contributions of Members, which will reduce overall by 3.4% compared to 2014. Voluntary income from a range of external donors to carry out programme activities will increase substantially to supplement the core income by an expected CHF 3.5 million.

The budget document also presents the relative positions of men and women in the IPU Secretariat and the resources allocated to gender issues and activities. Gender-specific allocations from regular funds represent 6 per cent of the regular budget. The combined budget for all gender-specific activities stands at CHF 1.5 million, 10 per cent of the total consolidated budget.

Despite increasing budgetary pressures, the IPU remains committed to curbing climate change by monitoring and publishing its greenhouse gas emissions and setting aside funds to offset its carbon footprint.



## Table of contents

	<u>Page</u>
<b>1. Introduction.....</b>	<b>3</b>
1.1 Secretary General's summary.....	3
1.2 Medium-term outlook.....	5
1.3 Environmental impact.....	6
1.4 Gender analysis.....	6
<b>2. Income.....</b>	<b>8</b>
2.1 Assessed contributions.....	8
2.2 Staff assessment.....	8
2.3 Other revenues.....	8
2.4 Voluntary contributions.....	8
<b>3. Expenditures.....</b>	<b>9</b>
3.1 Strategic Direction 1 – Better Parliaments, stronger democracies.....	9
<i>Objective 1 – Better functioning parliaments</i> .....	9
<i>Objective 2 – Advancement of gender equality</i> .....	11
<i>Objective 3 – Greater respect for human rights</i> .....	13
3.2 Strategic Direction 2 – More international involvement of parliaments.....	15
<i>Objective 4 – Stronger parliamentary dimension to the work of multilateral institutions</i> .....	15
<i>Objective 5 – Increased parliamentary support for internal development goals</i> .....	18
<i>Objective 6 – Improved parliamentary contribution to peace-building and conflict prevention</i> .....	20
3.3 Strategic Direction 3 – The IPU as a more effective instrument of parliamentary cooperation.....	22
<i>Objective 7 – Achievement of universal membership and enhanced Member relations</i> .....	22
<i>Objective 8 – Enhanced IPU visibility</i> .....	24
<i>Objective 9 – Improved operational management, governance and international oversight</i> .....	26
3.4 Support Services.....	28
3.5 Provisions and Grants.....	29
3.6 Capital Expenditures.....	30
3.7 Secretariat.....	31
<b>4. Assessed contributions.....</b>	<b>32</b>
<b>5. Logframe.....</b>	<b>36</b>

## 1. Introduction

### 1.1 Secretary General's summary

1. The proposed programme and budget for 2015 allows the IPU to continue to implement its Strategy for 2012-2017 while placing a lighter financial burden on IPU Members. The Governing Council has decided that the IPU must aim for significant reductions in assessed contributions in 2015 and beyond, apart from any new Members joining, and the consolidated budget has been prepared with this in mind. The Sub-Committee on Finance has been involved throughout the budget preparation process providing direction and oversight.
2. The UN scale of contributions has not changed this year. However, as the total value of assessed contributions for current Members has reduced by 3.4 per cent, the IPU scale has been automatically adjusted to reflect the reduced rate of individual contributions. As in recent years, this means absorbing annual inflationary increases and finding cost savings from our structure and activities, while also seeking ways to increase other sources of income.
3. Nevertheless, no cuts are envisaged in IPU programmatic work at a time when the global community is preparing for the post-2015 development agenda. Parliaments will need to position themselves to respond robustly to the challenges of the new development agenda. More energetic efforts to mobilize additional resources will yield fruit in 2015, enabling the IPU to maintain a stable level of activities while keeping tabs on Members' contributions.
4. The two statutory Assemblies will continue to be held, along with the meetings of the Governing Council, the Executive Committee (three times a year) and other statutory bodies and committees. The full range of IPU programme objectives will be pursued, with some reductions and reallocations of expenditure to the voluntary budget necessary in certain programme areas for 2015. Cost savings have also been found wherever possible through reorganization of activities and reducing core expenditures on staffing and operating costs.
5. Requirements from the Governing Council for additional activities and initiatives have nonetheless been incorporated into a smaller core expenditure budget. The Speakers' Conference will take place in 2015 at a budgeted cost of CHF 291,000. Without the expenditure on this five-yearly event, the reduction in total Member contributions would be over 6 per cent. Now that the Bureaux of the Standing Committees have been established to strengthen the effectiveness of the Committees, a provision of CHF 40,000 is included in the 2015 budget to support their work. The allocation of core funds to the Committee on Middle East Questions remains at CHF 40,000 to reflect the important political work that it carries out, and which goes to the core of the IPU's founding mandate: achieving peace through dialogue.
6. The IPU communications strategy has already enhanced the Organization's visibility and assisted in promoting resource-mobilization activities to attract additional voluntary funding from donors. During 2014 and 2015, the investment in the newly developed website will be completed and capitalized in the IPU's accounts. Once completed, funds will need to be allocated each year to maintain and update the content of the website to keep it dynamic and relevant.
7. Improving the functioning and effectiveness of the IPU will also require proper implementation of the Gender Mainstreaming Policy, following its adoption in 2013. The policy will continue to be implemented throughout the Organization in 2015 and beyond. This will involve the development of a plan of action with concrete objectives and targets, training of staff and developing mechanisms and tools to ensure that a gender perspective is central to all activities.
8. 2015 is expected to see a considerable increase in voluntary funding to the IPU programmes. The latest three-year commitment from the Swedish International Development Cooperation Agency (Sida) to the IPU ended in June 2014 and a subsequent grant has been negotiated for the following three-year period beginning in July 2014. This partnership is unique in providing funds to the IPU that can be allocated with full flexibility to the areas of the Strategy where external support has been most needed. Further funding to the Gender Partnership Programme from Irish Aid and USAID has been secured following review processes at the end of their last

grants. Worldwide Support for Development has embarked on a major five-year partnership with IPU, with a focus primarily on Asia. A partnership agreement has been signed with the United Arab Emirates which will support a range of activities, including greater focus on Arabic-language communications and technical assistance.

9. Agreements with other donors are under discussion, though the outcome of those approaches will in most cases not be known until after the 2015 budget has been approved. For the purposes of budget preparation we have included only those resources already quantifiable and committed or with a reasonable likelihood of materializing. In any event, no funds will be spent or committed until donations are formally confirmed. If the IPU is successful in mobilizing additional funds for more activities, the Secretariat will of course be responsive in deploying the additional resources needed to implement them.
10. The Working Capital Fund (WCF) has increased by CHF 3.5 million since the beginning of 2012 and now stands at CHF 8.4 million, composed both of available cash and investments and also of IPSAS-required accounting adjustments which cannot be realized in cash. Although the increases in the WCF will not be offset against the regular expenditure budget (as has happened in the past), a specific case is once again made in relation to the increased amortization charges that arise from the increases in IPU asset values prescribed by IPSAS.
11. In 2012, IPSAS compliance increased the asset value of the Headquarters building, which in turn directly increased the WCF. In 2013, implementation of a separate IPSAS standard required the amortization of the long-term FIPOI loan from the Swiss Confederation and raised the WCF value yet further. These increases in value have the effect of raising the depreciation charges, which must be serviced through the annual budget. With a lower core budget in nominal and real terms, the increased depreciation charge could only be met by a further reduction in activities. This clearly runs counter to the interests of the Organization, and is an unintended consequence of moving towards greater accountability. As with the 2014 budget, it is therefore proposed for 2015 and beyond that the incremental annual depreciation charges for 2015 on the building (CHF 60,000) and FIPOI loan (CHF 67,000) be authorized to be covered using the WCF.
12. The redevelopment of the IPU website has already begun, as set out in the Strategy for 2012-2017 and supported by the Governing Council. The capital cost will be fully depreciated over four years. In 2014, the Governing Council agreed that the IPU must be willing to invest some of its accumulated reserve growth into servicing the depreciation cost of this vital investment. It is once again proposed that the budgeted annual depreciation charge on the website (estimated at CHF 110,000 for 2015) be authorized to be covered by the WCF until it has been fully depreciated.
13. As in previous years, these offsets will only be used if needed at the end of the budget period. The Secretariat has in the past received Governing Council approval to use the WCF against the general budget. For the past three years, its use has been authorized but not required due to other operational savings that were achieved. The same conditions would apply to these very specific cases in 2015.
14. With the continuing pressure to reduce Member contributions and expenditure, balancing the budget has become increasingly difficult year on year, at a time when other international membership organizations are beginning to increase contributions after a period of freeze or reduction. The Secretariat continues to make every effort to drive down its costs and to prioritize and streamline activities. Efforts will continue to be made to supplement membership support with voluntary income insofar as this does not threaten the independence of the IPU and its ability to pursue its own clear and unique set of objectives. The Secretariat will pursue its efforts to bring in new Members whose contributions will help to ease the financial burden on existing Members.

## Estimates, by Strategic Objective, by source of funds (CHF)

	2014 Approved Budget	2015 Approved Budget		
		Regular Budget	Other Sources	All Funds
<b>REVENUES</b>				
Assessed contributions	10,950,800	10,612,500		<b>10,612,500</b>
Working Capital Fund*	170,000	237,000		<b>237,000</b>
Staff assessment	987,000	1,000,300		<b>1,000,300</b>
Interest	100,000	108,200		<b>108,200</b>
Programme support costs	0	260,300	(260,300)	<b>0</b>
Other revenue	16,000	16,000		<b>16,000</b>
Voluntary contributions	1,522,600		3,514,600	<b>3,514,600</b>
<b>TOTAL REVENUES</b>	<b>13,746,400</b>	<b>12,234,300</b>	<b>3,254,300</b>	<b>15,488,600</b>
<b>EXPENDITURES</b>				
<b>Stronger democracies</b>				
1. Better functioning parliaments	2,051,800	1,432,500	1,171,000	<b>2,603,500</b>
2. Advance gender equality	1,007,900	735,700	760,400	<b>1,496,100</b>
3. Promote respect for human rights	1,311,100	1,032,900	416,300	<b>1,449,200</b>
Subtotal	<b>4,370,800</b>	<b>3,201,100</b>	<b>2,347,700</b>	<b>5,548,800</b>
<b>International involvement</b>				
4. Parliamentary dimension of multilaterals	925,000	882,700		<b>882,700</b>
5. International development goals	577,000		757,800	<b>757,800</b>
6. Peace building	105,000	40,000	409,100	<b>449,100</b>
Subtotal	<b>1,607,000</b>	<b>922,700</b>	<b>1,166,900</b>	<b>2,089,600</b>
<b>Parliamentary Cooperation</b>				
7. Enhanced Member relations	3,265,800	3,506,600		<b>3,506,600</b>
8. IPU visibility	966,900	967,800		<b>967,800</b>
9. Management and governance	870,200	849,700		<b>849,700</b>
Subtotal	<b>5,141,900</b>	<b>5,324,100</b>		<b>5,324,100</b>
Support Services	2,595,900	2,659,400		<b>2,659,400</b>
Other charges	142,000	127,000		<b>127,000</b>
Eliminations	(111,200)		(260,300)	<b>(260,300)</b>
<b>TOTAL EXPENDITURES</b>	<b>13,746,400</b>	<b>12,234,300</b>	<b>3,254,300</b>	<b>15,488,600</b>

**1.2 Medium-term outlook**

15. The global economy has regained some momentum during the past year, though recovery from the financial crisis and subsequent Great Recession continues to be both slow and uncertain. Forecasts for different regions suggest varying growth patterns and the recovery is likely to be uneven.
16. This year is expected to see the winding down of government asset purchase programmes in major economies, the largest economics experiment of modern times and an unprecedented attempt to improve market confidence and speed up recovery from recession. The real challenge will not be the ending of this quantitative easing so much as the monetary tightening that will follow and, with it, the potential resumption of inflation as interest rates increase from the historically low levels of recent years.
17. In the Eurozone, unemployment has finally begun to decrease in all countries and the indicators suggest growing stability with regard to employment for 2015. The US economy appears to be on track for growth strong enough to keep reducing unemployment. As a consequence, the Federal Reserve has increased its projections for short-term interest rates in 2015 and 2016, despite a slightly reduced outlook for rates in the longer run.
18. In Switzerland, the Swiss National Bank has continued to maintain its currency discipline and CHF 1.20 exchange rate floor against the euro. The Swiss franc has been trading at about 1.22 during 2014. Despite some risks in the banking sector, Switzerland has retained its AAA rating and a trade surplus throughout the period since 2008. The Swiss market is experiencing

positive signs with regard to inflation and exports. Inflation has moved from negative towards positive territory and is projected to remain low but positive in 2015. As the Eurozone regains its strength and stability, Switzerland also benefits.

19. Parliamentary budgets in many of the more mature economies remain under pressure from the effects of public sector spending reviews. In 2015, the IPU budget will respond to these concerns, not merely by freezing current Member contributions as in the past two years, but actually reducing them by a further 3.4 per cent. For as long as the assessed contributions from existing Members are not permitted to increase, the only additional income through assessed contributions will come from new Members joining the Organization. It is estimated that this will bring an additional CHF 40,000 in 2015.
20. By contrast, voluntary contributions are projected to show considerable growth in 2015 and continue at a higher level for at least the next two years. New or renewed partnership agreements are being concluded with a range of major donor organizations to bring the voluntary income up to 22 per cent of the consolidated budget (compared with 11 per cent of the budget in 2014). With this level of support from partners, the IPU will be able to expand its services and programmes under the first two Strategic Directions. Revenue from interest and investments is also expected to rise slightly from 2014 as interest rates gradually normalize and the global economy strengthens.

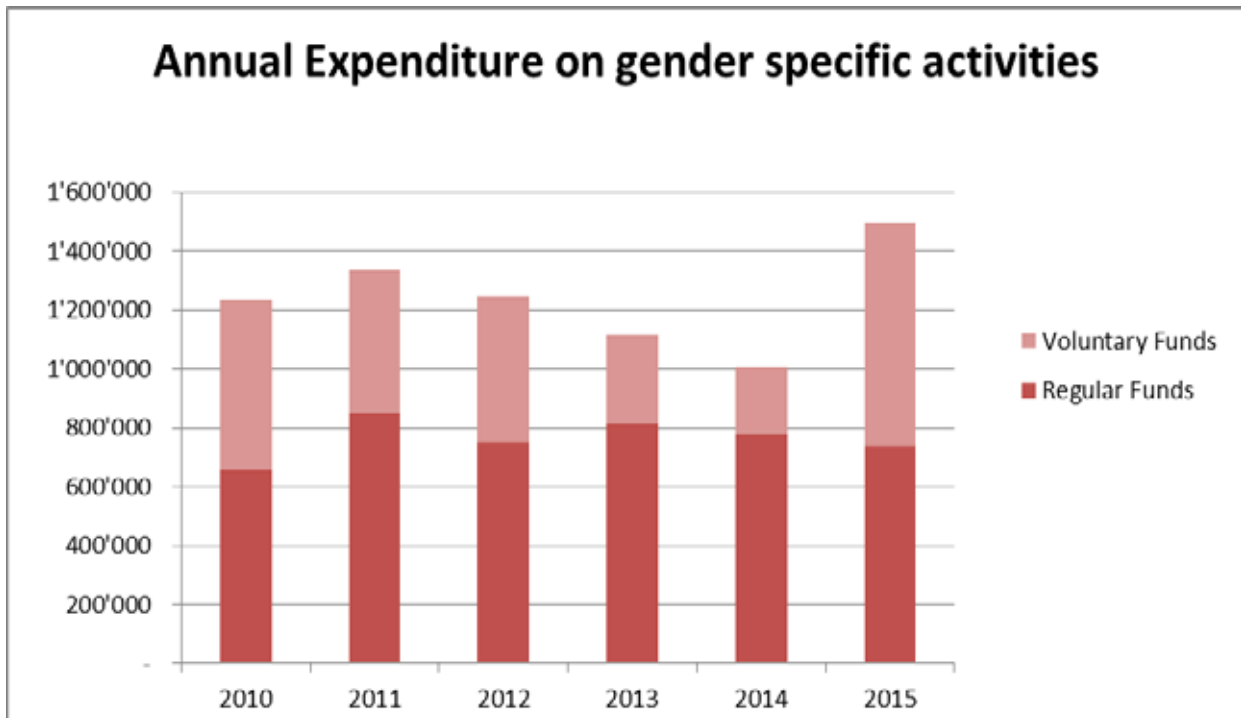
### **1.3 Environmental impact**

21. As part of the IPU's commitment to tackle climate change, the Organization established 2000 as its base year and calculates its greenhouse gas emissions in order to track progress and identify priority areas for action. The IPU's target is to reduce emissions to 90 per cent of the base-year levels. This target is consistent with the pledge made by Switzerland, the host country, under the Kyoto Protocol.
22. The direct emissions of the IPU were 43 tonnes of CO<sub>2</sub> in the base year. From 2000 to 2005, IPU direct emissions increased by 75 per cent to 75 tonnes as a result of the move to larger office premises. Over the same period, the IPU's indirect emissions from official travel, paper consumption and commuting decreased by 20 per cent from 1,231 tonnes to 985 tonnes due to the decision to hold one Assembly each year in Geneva. However, since 2005, official travel outside of Assemblies has increased steadily, wiping out earlier gains. Nevertheless, the IPU stands out as the only international organization that is offsetting all of its CO<sub>2</sub> emissions.
23. In 2008, the IPU switched from petrol to diesel to reduce emissions from local transportation. The Organization obtains its electricity entirely from hydraulic sources on offer by the local utility company. The Headquarters has a state-of-the-art heating system and controls, thus limiting the options for further reducing energy consumption. However, the IPU continues to seek and employ environmentally sustainable sources for all required office materials and supplies, systematically uses its printers/photocopiers to make double-sided printouts, recycles paper and, wherever possible, limits the amount of documents that are printed.
24. This budget includes a provision of CHF 32,000 to offset carbon emissions from regular activities in 2015. The idea of offsetting greenhouse gas emissions by paying for projects that reduce the gases elsewhere was adopted in Kyoto, Japan, in 1997.
25. In 2015, the Governing Council will be requested to appropriate funds from the reserve for offsetting carbon emissions to pay for any IPU climate change activities undertaken.

### **1.4 Gender analysis**

26. Over the past decade, the IPU has kept a clear focus on gender-specific programming, i.e. work to promote and support the participation of women in politics. This work represents the IPU's Strategic Objective 2, with gender-specific programming receiving 6 per cent of the appropriations from the regular budget.

- 27. Following the global financial crisis and a more conservative approach to budgeting for voluntary funds, the initial expectations for external funding of gender activities had been lowered to CHF 230,600 in 2014. Actual results achieved will, however, be much higher; already by the beginning of 2014 the Gender Programme expected income from external donors of over half a million Swiss francs for the year. A further increase in commitments of voluntary funding, including to gender-based activities, is anticipated in 2015. Some major donors are now finalizing their funding plans, which will allow an estimated CHF 760,000 to be assigned to the Gender Partnership Programme in 2015.
- 28. Together, the estimates of core resources and voluntary funding for gender-based activities amount to CHF 1.5 million, which now represents 10 per cent of the total consolidated budget.



## 2. Income

### 2.1 Assessed contributions

29. Most of the IPU's operating revenue comes from Members' assessed contributions. Over the decade leading up to 2011, contributions increased at an average of 3 per cent per year to meet the cost of inflation. 2012 saw a dramatic cut in IPU contributions following the budget restrictions faced internally by many Members, followed by a freeze in 2013 and 2014. In the 2015 budget, current Members' assessed contributions will again be cut by a further 3.4 per cent, aside from the addition of any new Members. Total assessed contributions for 2015 are budgeted at CHF 10,572,500, plus an additional CHF 40,000 for new Members.
30. In 2011, the Governing Council decided to update the IPU scale of assessment automatically in line with changes to the UN scale. The IPU contributions scale presented with this budget therefore remains in line with the latest UN scale for 2013-2015.

### 2.2 Staff assessment

31. As international civil servants, IPU staff members pay a staff assessment or internal income tax to the IPU. The rate of staff assessment is established by the International Civil Service Commission. This system of internal taxation will generate gross returns of CHF 1,050,300 in 2015 to the benefit of all Member Parliaments. However, to avoid double taxation, the Organization is obliged to refund the portion of the staff assessment corresponding to the national income tax imposed on staff members living in France. Such refunds are budgeted at CHF 50,000 for 2015. The Secretariat remains in negotiations with the French Government in a bid to obtain an exemption from this obligation.

### 2.3 Other revenues

32. Incidental revenues from administration fees, room rentals, book sales, etc. are expected to amount to CHF 16,000 in 2015. Interest and investment revenues are projected slightly higher at CHF 108,200 in light of expected increases in interest rates.

### 2.4 Voluntary contributions

33. Strong resource mobilization is projected to bring voluntary contributions to over 22 per cent of the total consolidated budget, double the amount budgeted for 2014. The 2011-2014 partnership agreement with Sida finished in June 2014 and a continuation agreement has been negotiated for a further three years, beginning in July 2014. A total of at least CHF 1.3 million is projected for use against the 2015 budget. Negotiations have also concluded successfully with other partners for renewal of funding while the IPU continues to solicit new donors. A five-year partnership with Worldwide Support for Development will provide US\$ 600,000 per year until 2018 across all areas of IPU programmes, with a focus on Asia. A new grant from Irish Aid of € 450,000 over three years for the Gender Partnership Programme is already being implemented. USAID has committed further grant funding of US\$ 150,000 which will extend into 2015. The United Arab Emirates has signed a partnership agreement with the IPU to improve IPU communications with the Arab world and increase technical assistance in the Middle East and North Africa.
34. In addition, the IPU will receive a projected CHF 300,000 from UNDP and the European Commission for capacity-building in 2015. The development programme mobilized and spent CHF 320,000 in 2013 from a range of partners, including the Norwegian Agency for Development Cooperation (Norad), the Partnership for Maternal, Newborn and Child Health (PMNCH) and the World Health Organization (WHO) for maternal, newborn and child health activities. Several other donors have been approached to provide support for the least developed countries initiative and gender and development activities. As a result, the 2015 income budget includes an amount of CHF 3,514,600 in voluntary contributions.



### 3. Expenditures

#### 3.1 Strategic Direction 1 – Better parliaments, stronger democracies

*Objective 1 – Better functioning parliaments*

##### Overall Objective

To strengthen parliaments so that they can contribute to democracy and meet the aspirations of citizens.

##### Issues and Challenges in 2015

The review conducted in early 2014 of the 2012-2017 IPU Strategy concluded that Strategic Direction One (“Better Parliaments, Stronger Democracies”) is at the heart of the IPU’s work. At a time of increasing demand for parliamentary development assistance and reducing financial resources, the IPU will therefore continue to prioritize this area of work.

The IPU will maintain its efforts to enhance the capacity of national parliaments through its technical cooperation programme. It will continue to support parliaments that seek help in facing challenges posed by national and global upheavals. As in the past, the IPU will focus on supporting the parliaments of post-conflict and transitional countries. This is particularly the case in Myanmar and Egypt, where the IPU has laid the groundwork in 2014 for major programmes in partnership with the parliament.

The IPU will continue to develop and promote standards and guidelines for good parliamentary practice and better integrate its work on research, standard-setting and technical assistance through enhanced teamwork and planning within the IPU Secretariat, and in close collaboration with Member Parliaments.

IPU supports parliaments to better deliver on/for democracy. In view of the growing importance Member Parliaments attach to reaching out and involving youth in decision-making, the IPU has taken a stance to enhance youth participation. In 2015, knowledge and information on youth participation in parliament will be produced and disseminated, parliaments will be assisted in their efforts to open-up to young people and young parliamentarians will be empowered.

Priority will be given to the following areas:

- Building parliamentary capacity by providing advisory services and technical assistance to strengthen democracy through parliaments with a special focus on parliaments in countries emerging from conflict or in transition.
- Providing support to parliaments through the use of various tools developed by the IPU such as the Common Principles for Parliamentary Development, the self-assessment toolkit, the Plan of Action for Gender-sensitive Parliaments, and indicators for democratic parliaments, currently being developed.
- Continuing work to improve the delivery and impact of technical assistance in line with the 2011 technical assistance review, with an increased focus on developing parliamentary performance indicators. An additional focus will be placed on effectively using resources through greater prioritization of capacity-building support.
- Re-launching the PARLINE database on national parliaments as part of the new IPU website, with an increased focus on comparable data on parliamentary powers, structures and working methods.
- Publishing the *World e-Parliament Report*, which provides a state-of-the-art analysis of the use of ICT in parliament, and laying the groundwork for the organization of a World e-Parliament Conference in 2016.
- Carrying out research for the second *Global Parliamentary Report*, building on the lessons learned from the first Report launched in 2012.
- Mobilizing an ever greater number of parliaments around the International Day of Democracy, 15 September, in order to strengthen dialogue between parliaments and citizens.

- Maintaining IPU participation in the international democracy debate, providing parliamentary input to the major international democracy movements and encouraging rapprochement between them.
- Supporting parliaments to open up to youth by raising awareness, producing guidelines for parliaments, collecting and maintaining data on young parliamentarians and producing comparative information on youth participation.
- Empowering young members of parliaments through mentorship, capacity-building and networking.

The IPU will continue to develop strong and healthy partnerships that provide access to expertise, give visibility to its work, and increase the scope and volume of its activities. It will strengthen its partnership with parliaments, which are its primary target audience and source of information. The Organization will also strengthen existing partnerships with institutions and organizations that work to enhance parliamentary development and establish new or build stronger partnerships with parliamentary organizations and universities. The capacity-building programme will continue to work towards better coordination and cooperation among parliamentary development practitioners at the national level.

### Gender Mainstreaming

The IPU seeks to mainstream gender in all activities to strengthen democracy through parliaments. The Resource Centre collects data on the number of women parliamentarians and records this data in the PARLINE database. It provides evidence underpinning advocacy for the enhanced participation of women in political life. In technical assistance projects, prominence is given to raising awareness of the cross-cutting issue of gender and ensuring the involvement of women in decision-making, particularly in post-conflict countries. Parliaments are urged to ensure the full participation of women in project activities. Through the youth participation-related activities, particular emphasis will be placed on young women as stakeholders and on gender equality as a guiding principle and objective.

### Estimates, by nature of expenditure, with previous-year comparable (CHF)

	Regular Budget	Other Sources	All Funds
2013 Final	1,581,200	280,000	<b>1,861,200</b>
2014 Approved	1,580,300	434,500	<b>2,051,800</b>
<b>2015 Approved</b>	<b>1,432,500</b>	<b>1,171,000</b>	<b>2,603,500</b>
· Salaries	1,180,500	260,300	<b>1,440,800</b>
· Services	102,500	617,600	<b>720,100</b>
· Travel	121,500	241,600	<b>363,100</b>
· Material	28,000	51,500	<b>79,500</b>

### 2015 Estimates, by expected result and source of funds (CHF)

Result	Regular Budget	Other Sources	All Funds
Objective 1 : Better functioning Parliaments	525,000	0	<b>525,000</b>
1.1 The parliamentary community makes use of an improved primary global resource on parliament and democracy provided by the IPU	406,400	67,800	<b>474,200</b>
1.2 Parliaments apply standards and guidelines and follow good practices promoted by the IPU	69,000	368,800	<b>437,800</b>
1.3 Parliaments enhance their capacity with IPU support	432,100	544,600	<b>976,700</b>
1.4 Youth participation promoted in parliaments	0	189,800	<b>189,800</b>
<b>Ø Grand Total</b>	<b>1,432,500</b>	<b>1,171,000</b>	<b>2,603,500</b>

*Objective 2 – Advancement of gender equality*

**Overall Objective**

To achieve a gender partnership in political life by facilitating women's access to, and influence in, parliament and to enhance parliament's capacity to embody and champion gender equality.

**Issues and Challenges in 2015**

Gender equality in politics remains far from being attained, with a mere 22% of women MPs worldwide in June 2014. While some progress has been made, the pace of change is too slow. Gender equality issues have nevertheless become part and parcel of the political agendas of parliaments and their members, both men and women, as evidenced by the fact that more parliaments are requesting IPU assistance on gender-related issues.

2015 will be a crucial year for the gender equality debate. The Beijing+20 review will take place and will be an opportunity to highlight progress achieved and set priorities for the years to come. Gender equality is also at the core of discussions on the new set of development goals. In 2015, the IPU will also celebrate the 30<sup>th</sup> anniversary of its Meeting of Women Parliamentarians.

Research will remain a key component of the IPU's work on gender equality. IPU findings in this area have gained international recognition and contributed to debates and the development of strategies in support of women. They also feed into the IPU's technical assistance work by providing examples of lessons learned, best practices and concrete strategies for progress. In 2015, the IPU will continue to provide comparative information on women's participation in politics, including by analysing the progress made and setbacks suffered by women in parliaments over the past 20 years, and the best means of supporting women in politics, as a contribution to the Beijing+20 review. It will continue to participate in major online knowledge platforms and databases on women in politics, including iKNOWPolitics. The IPU will also engage in a global research project on the influence of women in parliament.

In 2015, the IPU will continue to build on the Plan of Action for Gender-sensitive Parliaments adopted in 2011 by the IPU membership. It will help parliaments conduct self-assessments of their level of gender sensitivity, enhance their functioning and mainstream gender in their structures, processes, budgets, planning and work. The IPU will also assess the various sorts of discrimination and violence that are faced by women once they have been elected to parliament, with a view to developing guidelines to address those challenges.

In 2015, the IPU will also continue to respond to the needs of women parliamentarians at the national and regional levels, organizing capacity-building activities, skill-building sessions and workshops on specific gender issues. It will focus on supporting women's parliamentary caucuses and facilitating exchanges and mentorship between women MPs, whether nationally, regionally or internationally.

Promoting respect for women's rights will remain a priority for the IPU in 2015. Efforts will continue to centre on the Convention on the Elimination of All Forms of Discrimination against Women. The IPU will continue to support greater parliamentary involvement in the Convention reporting process and will assist parliaments to implement the Convention nationally. It will implement activities aimed at helping parliaments identify discriminatory provisions and practices and reform the legislative framework. The Meeting of Women Speakers of Parliament will provide gender-related input for the Fourth World Conference of Speakers of Parliament. The 2015 annual parliamentary meeting held alongside a session of the Commission on the Status of Women will focus on the Beijing+20 review and the role of parliaments in safeguarding women's rights.

In 2015, the IPU will continue to assist parliaments to take action to put an end to violence against women and enforce a strong and effective legal framework that prevents and addresses all forms of violence against women. It will build on the deliberations of the General Debate at the 131<sup>st</sup> IPU Assembly, on *Achieving gender equality, ending violence against women*. Activities will include training seminars, legislative drafting assistance, and support for awareness-raising activities and public consultations, and for parliamentary oversight and monitoring mechanisms.

**Gender Mainstreaming**

All of the activities in this section aim to enhance women's participation in political processes and mainstream gender within parliaments and the IPU. Particular attention will be paid to encouraging men to participate in the activities and ensuring that gender issues are addressed by representatives of both sexes. The Programme provides support and input, whenever possible, to the work of other programmes and divisions, thereby contributing to gender mainstreaming efforts within the IPU.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	785,400	297,100	<b>1,082,500</b>
2014 Approved	777,300	230,600	<b>1,007,900</b>
<b>2015 Approved</b>	<b>735,700</b>	<b>760,400</b>	<b>1,496,100</b>
· Salaries	593,100	209,100	<b>802,200</b>
· Services	56,200	356,800	<b>413,000</b>
· Travel	63,300	146,000	<b>209,300</b>
· Material	23,100	48,500	<b>71,600</b>

**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 2: Advancement of gender equality			
2.1 The parliamentary community makes better use of an improved global reference on women in politics provided by the IPU	617,100	420,200	<b>1,037,300</b>
2.2 More women gain access to parliament and participate in policy-making	16,600	59,400	<b>76,000</b>
2.3 Parliaments are more gender-sensitive	21,500	129,600	<b>151,100</b>
2.4 Parliaments address women's rights, gender inequality and violence against women	80,500	151,200	<b>231,700</b>
<b>Ø Grand Total</b>	<b>735,700</b>	<b>760,400</b>	<b>1,496,100</b>

*Objective 3 – Greater respect for human rights*

**Overall Objective**

To defend the human rights of parliamentarians and enhance the contribution of parliaments to the promotion and protection of human rights.

**Issues and Challenges in 2015**

In March 2014, the IPU Governing Council adopted revised Rules and Practices for the Committee on the Human rights of Parliamentarians, with a view to lending a more personalized and proactive approach to its work, in particular through more on-site missions and stronger public visibility for cases of human rights abuses affecting parliamentarians. In 2015, the Committee will continue to implement the revised Rules and Practices and explore additional avenues for stronger cooperation with the IPU membership at large, in order to put into effect the fundamental principle of “parliamentary solidarity” that continues to underpin the Committee’s procedure.

In 2014, the UN Human Rights Council adopted a landmark resolution in support of stronger synergies between the Council and parliaments, in particular so as to promote their involvement in the Council’s universal periodic review (the mechanism whereby it regularly examines the human rights records of all UN Member States). To help implement this resolution, the IPU started in 2014 to organize regional meetings to promote greater involvement by parliaments in the work of UN human rights monitoring mechanisms. It will pursue these efforts in 2015 at regional and national level.

In the area of children’s rights, the IPU will continue to mobilize parliaments in 2015 for the protection and well-being of children. In so doing, it will place special emphasis on malnutrition and promoting pro-nutrition policies. It will rely on its fruitful partnership with UNICEF for the effective implementation of this work.

In 2015, the IPU should also have made significant progress towards adopting, in line with its Strategy, a rights-based approach and, if possible, started with its implementation.

The IPU will continue to help parliaments ensure respect for international humanitarian law, mainly through the activities of its Committee to Promote Respect for International Humanitarian Law. It will continue to support parliaments' efforts aimed at the dissemination, teaching, wider appreciation and enforcement of humanitarian and refugee protection law, including in respect of statelessness and internal displacement. It plans to carry out missions to keep the parliamentary community abreast of developments in this field.

**Gender Mainstreaming**

Gender is a cross-cutting issue and policies and activities implemented within the Human Rights Programme will be gender-sensitive and serve to promote gender equality, including by ensuring the equal participation and involvement of men and women. Gender is also a human rights issue as it relates to women's political rights. The IPU's Human Rights and Gender Partnership Programmes are therefore mutually reinforcing.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	1,054,300	287,600	<b>1,341,900</b>
2014 Approved	1,059,600	251,500	<b>1,311,100</b>
<b>2015 Approved</b>	<b>1,032,900</b>	<b>416,300</b>	<b>1,449,200</b>
· Salaries	798,900	191,000	<b>989,900</b>
· Services	47,000	126,300	<b>173,300</b>
· Travel	175,000	67,800	<b>242,800</b>
· Material	12,000	31,200	<b>43,200</b>

**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 3: Greater respect for human rights			
3.1 The IPU Committee on the Human Rights of Parliamentarians enhances its capacity to address human rights abuses affecting MPs	969,900	251,300	<b>1,221,200</b>
3.2 Parliaments play a greater role in ensuring respect for human rights and IHL	63,000	145,000	<b>208,000</b>
3.3 Promote synergies between human rights capacity-building and the defence of MPs' human rights	0	20,000	<b>20,000</b>
<b>Ø Grand Total</b>	<b>1,032,900</b>	<b>416,300</b>	<b>1,449,200</b>

### 3.2 Strategic Direction 2 – More international involvement of parliaments

*Objective 4 – Stronger parliamentary dimension to the work of multilateral institutions*

#### Overall Objective

To enhance the strategic partnership between the IPU and the United Nations system and strengthen the parliamentary voice in international affairs. To further develop dialogue and cooperation with other multilateral institutions, in particular the World Trade Organization (WTO).

#### Issues and Challenges in 2015

The IPU is the primary vehicle for parliamentary cooperation with the United Nations, and it continues to work on effectively delivering on this mandate. By ensuring that national parliaments can capitalize on IPU engagement with the United Nations and are better informed about UN operations, the IPU enables them to influence decision-making on global issues and facilitate country-level implementation of international commitments.

The IPU will endeavour to build on the gains of the previous years and further enhance the parliamentary dimension to international cooperation. Having already developed a number of avenues of interaction with the United Nations, work in 2015 will focus on deepening interaction with respect to key policy areas. The IPU will also pay particular attention to the elaboration of a new Cooperation Agreement with the United Nations, which would reflect developments over the past 20 years and place the UN-IPU institutional relationship on a stronger footing.

At both the Fourth World Conference of Speakers of Parliament and the UN summit on the post-2015 development agenda in September 2015, the focus will be on taking stock of progress towards achieving the Millennium Development Goals (MDGs) and developing the sustainable development goals (SDGs). The IPU will continue its work to ensure that the SDGs have a strong governance component, in the form of a goal and as a cross-cutting issue. It will see to it that the role and responsibility of parliaments in the implementation of the post-2015 development agenda are clearly articulated in the UN summit outcome document.

The UN General Assembly is the main deliberative body of the United Nations. The IPU will therefore engage with it about the implementation of the new General Assembly consensus resolution on interaction between the United Nations, national parliaments and the IPU (resolution 68/272 of 19 May 2014), in order to provide a parliamentary perspective on major global processes.

The Committee on United Nations Affairs, now a standing committee of the IPU, will be called upon to play a particularly important role by providing a permanent forum for interaction between parliamentarians and key UN officials, reviewing implementation of major international commitments and shaping parliamentary input to UN deliberations. In keeping with recent changes to the IPU Statutes and Rules, there will be scope for interaction between the four IPU standing committees, including in terms of submitting substantive proposals for the consideration of other committees, and hence mainstreaming key global issues into the work plans of the other IPU bodies.

Given the interest expressed by the UN Security Council in enhancing parliamentary support for its decisions, a special effort will be made to advance the issues of counter-terrorism and non-proliferation of weapons of mass destruction.

Lastly, reform of the UN Economic and Social Council (ECOSOC) has provided new avenues for the IPU to facilitate a robust parliamentary input. This is the case of continued IPU work in the Development Cooperation Forum (DCF), as well a promising start of cooperation in the context of the new High-Level Political Forum on Sustainable Development (HLPF) and the ECOSOC Youth Forum.

Based on the success of the joint efforts of the IPU and the European Parliament over the past decade, the IPU will continue to sustain and develop the Parliamentary Conference on the WTO as a mechanism of parliamentary oversight of this key intergovernmental organization responsible for rules-setting and dispute resolution in the area of international trade.

Priority in 2015 will be given to the following areas:

- Enhancing partnerships with the United Nations to strengthen parliamentary institutions, particularly in countries emerging from conflict and/or in transition to democracy, on the basis of the unique expertise of the IPU and its Member Parliaments;
- Enriching the parliamentary dimension of the United Nations by participating in relevant policy- and decision-making debates at the United Nations, in particular as concerns recently established UN bodies (the Human Rights Council, the Development Cooperation Forum, the High-level Political Forum, the UN Peacebuilding Commission and UN Women);
- Holding hearings with senior UN officials, conducting missions to examine UN field operations, consolidating the role of the IPU Committee on United Nations Affairs and its new Bureau, and developing parliamentary input for global processes and negotiations;
- Working closely with the United Nations in the context of preparations for both the Fourth World Conference of Speakers of Parliament and the UN Summit on the post-2015 development agenda;
- Making a strong parliamentary contribution to the preparation of the next generation of development goals, with an enhanced emphasis on the critical role of democratic governance, strong and effective institutions, and the rule of law;
- Implementing the provisions of the robust and forward-looking new UN General Assembly resolution on Interaction between the United Nations, national parliaments and the IPU.
- Elaborating a new and updated cooperation agreement between the two organizations, building on the progress since 1996 and placing the institutional relationship on a stronger footing.
- Continuing to strengthen the capacity of parliaments to address international trade issues domestically and to oversee multilateral trade negotiations, through the Parliamentary Conference on the WTO (annual plenary meeting held at WTO Headquarters in Geneva and two sessions of the Conference Steering Committee, one each in Geneva and Brussels).

### Gender Mainstreaming

To promote gender equality and the political empowerment of women, the IPU will continue to work with the main UN bodies, in particular UN Women. The IPU Office in New York will pay even closer attention to gender balance when organizing meetings at the United Nations. It will continue to seek greater visibility for the work of the IPU and its Member Parliaments on gender mainstreaming, in UN debates and reports.

### Estimates, by nature of expenditure, with previous-year comparable (CHF)

	Regular Budget	Other Sources	All Funds
2013 Final	919,600	0	919,600
2014 Approved	925,000	0	925,000
<b>2015 Approved</b>	<b>882,700</b>	<b>0</b>	<b>882,700</b>
· Salaries	559,100	0	559,100
· Services	65,700	0	65,700
· Travel	46,900	0	46,900
· Material	210,500	0	210,500
· Financial Charges	500	0	500



**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 4: Stronger parliamentary dimension to the work of multilateral institutions		0	
4.1 Parliaments are more aware of and engaged in major UN processes; parliaments are better equipped to act on and hold governments accountable for their commitments at the UN; the views of MPs are incorporated in relevant UN decision-making processes	792,700	0	<b>792,700</b>
4.2 Effective parliamentary oversight of international trade negotiations under WTO auspices	90,000	0	<b>90,000</b>
<b>Ø Grand Total</b>	<b>882,700</b>	<b>0</b>	<b>882,700</b>

*Objective 5 – Increased parliamentary support for international development goals*

**Overall Objective**

To assist parliaments in ensuring national ownership of development policies and programmes in a few targeted areas.

**Issues and Challenges in 2015**

The IPU will continue to promote the involvement of parliaments in the implementation of the internationally-agreed development goals, so as to ensure legislation of appropriate policies, allocation of adequate resources and effective oversight of programme implementation. At the national and regional levels, the IPU will assist parliaments in ensuring national ownership and oversight of development-related policies and programmes. At the global level, the IPU will start setting the groundwork for parliamentary follow-up to the emerging post-2015 development agenda.

Priority will be given to the following areas:

- Scaling up the involvement of parliaments in the MDGs so as to ensure legislation on appropriate policies, allocation of adequate resources and effective oversight of programme implementation to enable countries to achieve the goals by the end of 2015.
- Setting the groundwork for parliamentary follow up to the emerging post-2015 agenda.
- Promoting strong and effective action by parliaments on maternal, newborn and child health (MNCH). This work will include development of required capacities and competencies in the parliaments of selected countries to contribute to better MNCH outcomes. The IPU will also focus on bringing a parliamentary perspective to important national, regional and global processes relating to women’s and children’s health.
- Strengthening the role of parliaments in the oversight of development processes and country-led frameworks to monitor progress and promote mutual accountability in aid and development cooperation. The IPU will represent the global parliamentary community in the Global Partnership for Effective Development Cooperation and the DCF.
- Providing members of parliament with access to relevant policy expertise and skills to properly exercise their duties of law-making, oversight, leadership and advocacy in the HIV/AIDS context. Special attention will be paid to strengthening parliamentary leadership for accelerating access to HIV treatment, including paediatric HIV treatment. The IPU will also keep its focus on the impact of punitive and discriminatory laws on the AIDS response and protection of the rights of populations most affected by the epidemic.
- 2015 will also see a stronger focus on climate change negotiations through work around the 21st session of the Conference of the Parties to the UNFCCC in Paris, which is expected to adopt a legally binding and universal agreement on climate.

**Gender Mainstreaming**

The IPU focuses on gender equality and women’s empowerment not only as human rights, but also because they are a pathway to achieving the MDGs and sustainable development in general. Several of the activities are specifically geared towards ensuring access to health for women and gender equality in development.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	38,000	623,300	<b>661,300</b>
2014 Approved	38,000	539,000	<b>577,000</b>
<b>2015 Approved</b>	<b>0</b>	<b>757,800</b>	<b>757,800</b>
· Salaries	0	274,600	<b>274,600</b>
· Services	0	256,200	<b>256,200</b>
· Travel	0	142,000	<b>142,000</b>
· Material	0	85,000	<b>85,000</b>

**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
<i>Objective 5: Increased parliamentary support for international development goals</i>			
5.1 Parliaments promote action on the MDGs and contribute to the shaping of the post-2015 development agenda	0	204,800	<b>204,800</b>
5.2 Parliaments promote action on HIV/AIDS	0	175,000	<b>175,000</b>
5.3 Parliaments take action on reproductive, maternal, newborn and child health	0	345,600	<b>345,600</b>
5.4 Parliaments increasingly provide oversight of aid effectiveness	0	32,400	<b>32,400</b>
5.5 Parliaments integrate climate change and its consequences into national budgets and legislation	0	0	<b>0</b>
<b>Ø Grand Total</b>	<b>0</b>	<b>757,800</b>	<b>757,800</b>

*Objective 6 – Improved parliamentary contribution to peacebuilding and conflict prevention*

**Overall Objective**

To strengthen parliament's contribution to peacebuilding by helping to establish a framework that is conducive to dialogue and inclusiveness in decision-making bodies and promoting parliamentary involvement in the national reconciliation agenda.

**Issues and Challenges in 2015**

The challenges of building consensus are particularly acute for parliaments in countries that have recently experienced conflict, upheaval or transition. Such parliaments are often called on to provide a forum for promoting national reconciliation at a time when State institutions are themselves in need of reinforcement and national decision-making frameworks need to be as inclusive as possible and provide avenues for cooperation between the opposition and the majority in order for the country to recover. The IPU provides support to many such parliaments, particularly in countries receiving assistance in the context of the UN Peacebuilding Commission.

The highly volatile political environment in which these activities take place means that unpredictable events such as early elections or changes to the leadership and administration of parliaments pose significant challenges, as do divergent political agendas in parliament.

The IPU in recent years has also made sustained efforts in the area of disarmament and non-proliferation of weapons of mass destruction (WMDs). It has adopted ground-breaking resolutions on nuclear disarmament, designed handbooks and other tools for parliamentarians, and is working with partners at the country level to encourage debate and action in parliaments on these critical issues. The IPU is also responding to calls from the UN Security Council for greater parliamentary involvement in meeting international commitments in the areas of counter-terrorism and non-proliferation of WMDs.

The IPU will give priority to the following areas:

- Assisting parliaments in establishing inclusive mechanisms for decision-making in order to ensure that all members participate in devising policies that serve the common good.
- Building parliaments' capacity in inclusiveness, dialogue and democratic decision-making processes by organizing regional seminars on the topics and following up, when requested, with the provision of technical assistance to ensure implementation of identified good practices at national level.
- Reinforcing the involvement of the parliament in conflict prevention and in national reconciliation processes.
- Promoting dialogue between parties through the Committee on Middle East Questions and the Group of Facilitators for Cyprus.
- Increasing the IPU's presence and activity in countries in transition in the Middle East and Africa.
- Engaging with Member Parliaments and the UN Security Council in helping to implement IPU and UN resolutions on nuclear disarmament and the non-proliferation of WMDs.

**Gender Mainstreaming**

Prominence is given to raising awareness of the cross-cutting issue of gender and ensuring the involvement of women in decision-making, particularly in post-conflict countries. Parliaments are urged to ensure the full participation of women in project activities and to send gender-balanced delegations to seminars. The IPU will pay particular attention to the effects of conflict on women and the role of women in peacebuilding and reconciliation processes.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	57,200	30,000	<b>87,200</b>
2014 Approved	75,000	30,000	<b>105,000</b>
<b>2015 Approved</b>	<b>40,000</b>	<b>409,100</b>	<b>449,100</b>
· Salaries	0	162,500	<b>162,500</b>
· Services	8,000	68,300	<b>76,300</b>
· Travel	32,000	130,200	<b>162,200</b>
· Material	0	48,100	<b>48,100</b>

**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 6: Improved parliamentary contribution to peacebuilding and conflict prevention			
6.1 Parliaments are better able to facilitate reconciliation in post-conflict situations	0	104,000	<b>104,000</b>
6.2 Parliamentary diplomacy serves to facilitate conflict prevention and resolution	40,000	0	<b>40,000</b>
6.3 Parliaments take action to prevent non-State actors from acquiring WMDs (pursuant to Security Council resolution 1540)	0	305,100	<b>305,100</b>
<b>Ø Grand Total</b>	<b>40,000</b>	<b>409,000</b>	<b>449,100</b>

### 3.3 Strategic Direction 3 – The IPU as a more effective instrument of parliamentary cooperation

*Objective 7 – Achievement of universal membership and enhanced Member relations*

#### Overall Objective

To make the IPU more relevant to its Members and advance towards universal membership. To enhance engagement by parliaments and parliamentarians in IPU meetings and other activities, paying special attention to political and gender balance and youth participation. To make the annual Assemblies more effective and facilitate greater coherence in parliamentary cooperation.

#### Issues and Challenges in 2015

At IPU Assemblies and other IPU events, Member Parliaments exchange views and address topical issues of pressing global concern. Delegations typically bring a broad and unique perspective to these events and debates, as they include senior representatives from across the national political spectrum. As well as providing a formal platform for convening Members, IPU Assemblies also create opportunities for bilateral meetings and parliamentary diplomacy.

More relevant and effective Assemblies require a topical agenda, comprehensive and timely documentation, a format which is conducive to dialogue and interaction, as well as the participation of legislators who regularly deal with the issues under consideration. With the establishment of the new Bureaux for each of the four IPU Standing Committees, there is scope for a more proactive involvement by the Members in setting the agenda, devising the work programmes of the Committees, and substantively engaging with the IPU throughout the year. The IPU Secretariat, in turn, will make every effort to ensure regular communication with Bureaux members and the broader membership both during and outside the Assemblies. Efforts will also be made to enhance interaction between the IPU's statutory bodies and the geopolitical groups. The Joint Meeting of the Standing Committee Bureaux and Chairs of the Geopolitical Groups will be one additional step in this direction.

In 2015, the changes to the IPU Statutes and Rules will become fully operational, allowing for the new format for IPU Assemblies, as well as an expanded mandate for the IPU Standing Committees: to discuss topical issues and adopt relevant resolutions; undertake operational activities; commission reports; and monitor follow-up and implementation of previous resolutions. The IPU Committee on the Human Rights of Parliamentarians and the newly-established Forum of Young Parliamentarians, now statutory IPU bodies equipped with specific Rules, will be better placed to interact with and bring their own contribution to the work of the other IPU bodies.

Last but not least, the IPU will deploy every effort to ensure the organization of a very successful Fourth World Conference of Speakers of Parliament in 2015, which aims to address the critical challenges facing the international community, further bridge the democracy gap in international relations, and contribute in a major way to the shaping and implementation of the new sustainable development goals.

In 2015, priority will be given to the following areas:

- Enhancing dialogue and cooperation (including through joint activities) with non-member parliaments in the Pacific and Oceania region and in the Caribbean, as well as with the US Congress, in view of future IPU membership. The IPU will continue to engage with and support partnership in marginalized regions such as the Pacific and Caribbean by bringing more capacity-building programmes to the parliaments of these regions and promoting policy debate on issues relevant to them such as climate change.
- Improving the working modalities of the IPU, in particular the Standing Committees and their Bureaux, thus enhancing the participation of parliaments and parliamentarians in IPU Assemblies.
- Modernizing the format of the annual IPU Assemblies, promoting environment-friendly solutions and seeking to diversify the type of activities organized for Members during Assemblies.

- Supporting a more active role for the geopolitical groups and political party organizations during the annual IPU Assemblies.
- Working with Members to ensure better follow-up and implementation of IPU decisions and recommendations, and enhancing the statutory reporting process by Members.
- Developing closer ties and working relationships with regional and other parliamentary organizations with a view to building synergies and strengthening efforts in areas of mutual interest.
- Engaging with parliamentary leaders and the United Nations in preparation for a successful Fourth Conference of Speakers of Parliament.

### Gender Mainstreaming

The Meeting of Women Parliamentarians, the Coordinating Committee of Women Parliamentarians and the Gender Partnership Group work to ensure that women delegates are involved at all levels of the Assembly's work, and that Members continue to strive for the target of 30 per cent women delegates. To this end, work on implementing a Plan of Action for Gender-sensitive Parliaments, as well as a set of guidelines on gender balance in parliamentary delegations, is being pursued. Gender mainstreaming will continue in a variety of ways, both in terms of IPU decisions and outcomes as well as ensuring gender equality among IPU office-holders (as of March 2014, the percentage of women as Standing Committee Bureau members was at 42%).

### Estimates, by nature of expenditure, with previous-year comparable (CHF)

	Regular Budget	Other Sources	All Funds
2013 Final	3,265,500	0	3,265,500
2014 Approved	3,304,800	0	3,304,800
<b>2015 Approved</b>	<b>3,506,600</b>	<b>0</b>	<b>3,506,600</b>
· Salaries	2,775,400	0	2,775,400
· Services	168,500	0	168,500
· Travel	258,000	0	258,000
· Material	304,700	0	304,700

### 2015 Estimates, by expected results and source of funds (CHF)

Result	Regular Budget	Other Sources	All Funds
Objective 7: Achievement of universal membership and enhanced Member relations	1,848,700	0	1,848,700
7.1 The IPU makes progress towards achieving universal membership	20,000	0	20,000
7.2 Members draw greater benefits from participating in IPU Assemblies and activities	1,301,900	0	1,301,900
7.3 The IPU achieves greater coherence and effectiveness in global parliamentary cooperation	291,000	0	291,000
7.4 The IPU implements structural reforms; more Members improve follow-up of IPU resolutions	45,000	0	45,000
<b>Ø Grand Total</b>	<b>3,506,600</b>	<b>0</b>	<b>3,506,600</b>

*Objective 8 – Enhanced IPU visibility*

**Overall Objective**

To raise awareness and knowledge of the work and mandate of the IPU and its membership among various audiences with a view to establishing the Organization in the long term as **the** reference on parliaments and democracy in the world.

**Issues and Challenges in 2015**

IPU Communications is continuing to build on the considerable work carried out and progress made in recent years to raise awareness and visibility of the Organization and cement its position as a unique institution with unmatched expertise on democracy and parliaments.

These include developing tools and mechanisms to inform multiple audiences in a more dynamic manner of the work of IPU and its Members as well as on issues related to democracy, peace, equality and human rights. Work to build recognition of IPU’s visual identity adopted at the end of 2013 through all IPU communications and ensuring adherence to the IPU graphics charter by the Secretariat and Members, will also continue. Similarly, the Communications Division will pursue efforts to raise greater awareness in regions where the Organization is largely absent or little known through communications in Arabic and Spanish, a practice which is already having some impact among various target audiences. It will also build on work to significantly increase communication outreach to target audiences. The building of the new IPU website and other online tools will continue to make progress.

Priority will be given to the following:

- Building a new, modern website better able to meet user needs in English and French.
- Centralizing and streamlining the management of electronic and online data in order to enhance communications with both IPU membership and targeted audiences.
- Enhancing online and interactive channels of communication with IPU Members.
- Publications on the IPU and parliamentary issues that support and strengthen efforts to position the Organization and its work and support IPU fund-raising efforts.
- Increasing outreach to media and Members.
- Consolidation of the new visual identity for IPU.

**Gender Mainstreaming**

Every effort will be made to ensure that a gender perspective is incorporated into all communication policies, programmes and activities and that communications material produced by the IPU is gender-sensitive both in form and content.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	939,100	0	<b>939,100</b>
2014 Approved	966,900	0	<b>966,900</b>
<b>2015 Approved</b>	<b>967,800</b>	<b>0</b>	<b>967,800</b>
· Salaries	814,800	0	<b>814,800</b>
· Services	113,000	0	<b>113,000</b>
· Travel	10,000	0	<b>10,000</b>
· Material	30,000	0	<b>30,000</b>



**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 8 : Enhanced IPU visibility	814,800		<b>814,800</b>
8.1 Management of online data about IPU activities and membership is streamlined	57,000	0	<b>57,000</b>
8.2 Create useful and useable information products	65,000	0	<b>65,000</b>
8.3 The IPU refocuses its communication policy on leading global media and targeted outreach	31,000	0	<b>31,000</b>
<b>Ø Grand Total</b>	<b>967,800</b>	<b>0</b>	<b>967,800</b>

*Objective 9 – Improved operational management, governance and internal oversight*

**Overall Objective**

To provide leadership and direction to the Organization and its Secretariat. To provide better services to the Members and mainstream gender throughout the Organization. To modernize key business practices that impact on cost effectiveness, efficiency and accountability. To upgrade IPU management systems and procedures, in particular in the area of human resources, financial systems and communications. Strengthen governance and oversight.

**Issues and Challenges in 2015**

The overall objective of the Strategy for 2012-2017 is to help Members build an IPU that is universal, dynamic, effective and able to advance democratic culture, values and institutions through cooperation among parliaments.

Priority will be given to the following areas:

- Consolidating reforms in the organizational structure of the Secretariat as a result of the transition to a new Secretary General.
- Strengthening internal governance and oversight, servicing the Sub-Committee on Finance and developing and implementing a resource-mobilization policy for the Organization.
- Upgrading IPU management systems and procedures and consolidating a results-based management system while continuing to integrate modern ICT and an updated performance evaluation system throughout the Organization.

In 2015, the IPU will implement a workplan to mainstream gender in all of its work and structures, based on the gender mainstreaming document adopted by the organisation in October 2013. It will also lay the foundations for a human rights-based approach to the work of the Organization.

**Gender Mainstreaming**

The Executive Office will continue to direct and oversee the implementation of a gender-mainstreaming policy for the Organization. Mainstreaming involves ensuring that a gender perspective and the goal of gender equality are central to all activities - policy development, research, advocacy, dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects.

**Estimates, by nature of expenditure, with previous-year comparable (CHF)**

	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
2013 Final	880,500	0	<b>880,500</b>
2014 Approved	870,200	0	<b>870,200</b>
<b>2015 Approved</b>	<b>849,700</b>	<b>0</b>	<b>849,700</b>
· Salaries	609,500	0	<b>609,500</b>
· Services	65,000	0	<b>65,000</b>
· Travel	157,300	0	<b>157,300</b>
· Material	17,900	0	<b>17,900</b>

**2015 Estimates, by expected results and source of funds (CHF)**

<b>Result</b>	<b>Regular Budget</b>	<b>Other Sources</b>	<b>All Funds</b>
Objective 9 : Improved operational management governance and internal oversight	764,100	0	<b>764,100</b>
9.1 The IPU strengthens its internal governance and oversight	50,600	0	<b>50,600</b>
9.4 The IPU upgrades its management systems and procedures and implements a results-based management system	25,000	0	<b>25,000</b>
9.3 The IPU systematically mainstreams gender throughout the Organization	5,000	0	<b>5,000</b>
9.4 The IPU introduces a rights-based approach to its work	5,000	0	<b>5,000</b>
<b>Ø Grand Total</b>	<b>849,700</b>	<b>0</b>	<b>849,700</b>

### 3.4 Support Services

#### Overall Objective

To manage the material, financial and human resources of the IPU efficiently, equitably and cost effectively, to give administrative policy guidance to the Secretariat and to safeguard the assets of the Organization.

#### Issues and Challenges in 2015

The Support Services Division made further improvements to its processes and systems both in the area of human resources and financial management in 2014.

Priority will be given to the following areas in 2015:

- Ensuring full compliance with the comprehensive staff evaluation system (after two years of implementation, a review will be carried out to establish which areas require improvement);
- Improving financial reporting tools to support the Secretariat in implementing its results-based management;
- Ensuring full compliance with IPSAS and reflecting this compliance in restructured financial statements and annual reporting.

The Division will continue to improve processes and control systems and to service the Executive Committee's Sub-Committee on Finance.

#### Gender Mainstreaming

The budget process requires all managers to identify the gender issues relevant to their division or programme in order to mainstream gender.

The specific gender issues identified within the Support Services Division relate to recruitment and training. As the result of a proactive policy of employment equity, women continue to make up more than half of the professional service in the Secretariat. The budget includes information on the composition of the Secretariat in Section 3.7.

Human resource policies are regularly reviewed to ensure they do not disadvantage women.

#### Estimates, by nature of expenditure, with previous-year comparable

	Regular Budget	Other Sources	All Funds
2013 Final	2,511,600	0	2,511,600
2014 Approved	2,595,900	0	2,595,900
<b>2015 Approved</b>	<b>2,659,400</b>	<b>0</b>	<b>2,659,400</b>
· Salaries	1,597,100	0	1,597,100
· Services	32,300	0	32,300
· Travel	9,700	0	9,700
· Material	484,300	0	484,300
· Financial charges	30,000	0	30,000
· Amortization	506,000	0	506,000

#### 2015 Estimates, by work area and source of funds (CHF)

Work area:	Regular Budget	Other Sources	All Funds
1. Human resources management	224,400	0	224,400
2. Financial management	522,900	0	522,900
3. Office accommodation	1,609,000	0	1,609,000
4. ICT support	303,100	0	303,100
<b>&gt; Grand total</b>	<b>2,659,400</b>	<b>0</b>	<b>2,659,400</b>

### 3.5 Provisions and Grants

#### Overall Objective

To provide adequate funding for present and future liabilities in accordance with prudent financial management practice and to fund a grant to the Association of Secretaries General of Parliaments (ASGP) to ensure its functioning.

#### Issues and Challenges in 2015

Financial provisions and grant payments need to be made in appropriate amounts and in accordance with clear and approved policies. Policy bases need to be developed for the five financial provisions and grants included in the budget.

The IPU sets aside funds to be used to offset CO<sub>2</sub> emissions from its activities, primarily travel. The amount of the contribution is currently determined by an online calculator, which estimates the investment that is required to compensate emissions from travel reported by the Secretariat.

A reserve has been established for maintenance work on IPU Headquarters – The House of Parliaments. At the beginning of 2015, this reserve is projected to hold a balance of CHF 373,000.

The reserve for doubtful accounts is a provision that comes into effect in the event that certain Members are suspended and their contributions, which have already been recognized as revenue, are never received. Based on historical payment performance, the expected 2015 contribution to the provision has been reduced to 0.6 per cent of assessed contributions.

The IPU provides an annual grant to the ASGP in an amount that is determined each year. This is provided at a level that is sufficient to meet expenses not funded from other sources. The grant is reduced in 2015 thanks to efficiencies made in the ASGP's production of publications.

The IPU is contractually bound to guarantee the payment of the pensions of 11 former employees of the Secretariat. The closed pension fund is consolidated into the accounts of the IPU and its reserves are invested in a mixed portfolio of bonds and equities.

#### Gender Mainstreaming

The budget allocations under this heading have no particular impact on men or women. As a legacy of the former employee profile of the IPU, the pension payments from the legacy pension fund are paid evenly to women and men. Efforts must be made to ensure that the ASGP has a gender-sensitive programme and working methods.

#### Estimates, by nature of expenditure, with previous-year comparable

	Regular Budget	Other Sources	All Funds
2013 Final	234,300	0	<b>234,300</b>
2014 Approved	180,000	0	<b>180,000</b>
<b>2015 Approved</b>	<b>127,000</b>	<b>0</b>	<b>127,000</b>

#### 2015 Estimates, by objective and source of funds (CHF)

Objective	Regular Budget	Other Sources	All Funds
1. Statutory reserves and liabilities (net)	65,000	0	<b>65,000</b>
2. Assist the ASGP	30,000	0	<b>30,000</b>
3. Offset carbon emissions	32,000	0	<b>32,000</b>
<b>&gt; Grand total</b>	<b>127,000</b>	<b>0</b>	<b>127,000</b>

### 3.6 Capital Expenditures

#### Overall Objective

To make prudent capital expenditures that will enhance asset values or improve productivity or quality of work while ensuring that future capital charges are sustainable.

#### Issues and Challenges in 2015

The major factor affecting capital expenditure remains the comprehensive redevelopment of the IPU website. These costs will be capitalized and depreciated over four years. After review, research and preparation in 2014, the development period is anticipated to run from the moment the website developer is recruited until the new site becomes operational, in keeping with IPU management expectations. The development phase is anticipated to be largely implemented by the end of 2014 with some work to complete in 2015.

Apart from the website, no major capital expenditures are foreseen in the medium term. Nevertheless, the Executive Committee and Governing Council need to pay attention to the capital budget and, in particular, to the future projections for capital expenditures, taking into account changes in technology and economics and the sustainability of capital charges.

#### Gender Mainstreaming

The gender effects of the proposed capital expenditures are not quantifiable.

#### Estimates of capital expenditure with previous-year comparable (CHF)

	Regular Budget	Other Sources	All Funds
2013 Final	370,000	0	<b>370,000</b>
2014 Approved	350,000	0	<b>350,000</b>
<b>2015 Approved</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>

#### Estimates of capital expenditures by class, by year for 2014-2017

Item	2014	2015	2016	2017
1. Replacement of computers	35,000	35,000	35,000	35,000
2. Furniture	15,000	15,000	15,000	15,000
3. Improved conference facilities	0	10,000	0	0
4. Website development	300,000	140,000	0	0
<b>Ø Grand Total</b>	<b>350,000</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>

### 3.7 Secretariat

35. The 2015 budget includes a staff establishment of 42 full-time equivalent positions per year, two and a half positions more than the previous year's budget that will be funded from the increase in voluntary income. The table below shows the distribution of posts by strategic direction, objective, category and grade and the proportion of occupied posts currently filled by women (July 2014).

Strategic Objective	2014 Approved	2015 Draft Budget							Total
		SG	Professional Grades				General services		
			Director	Grade 5	Grade 4	Grade 3		Grade 2	
Better Parliaments	<b>6</b>		<b>1</b>			<b>4</b>	<b>1</b>	<b>1</b>	<b>7</b>
1. Better Parliaments	<b>3 ½</b>					<b>2</b>		<b>1</b>	<b>4</b>
2. Gender Equality					<b>1</b>	<b>1</b>		<b>2</b>	<b>5</b>
3. Human Rights	<b>5</b>					<b>1</b>	<b>1</b>	<b>2</b>	
International Involvement	<b>3</b>			<b>1</b>	<b>1</b>			<b>1</b>	<b>3</b>
4. Multilateral institutions	<b>½</b>					<b>1</b>			<b>1</b>
5. Development goals						<b>1</b>			<b>1</b>
6. Peace-building						<b>1</b>			
Parliamentary cooperation	<b>9</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>		<b>3</b>	<b>8</b>
7. Member Relations	<b>4</b>		<b>1</b>		<b>1</b>		<b>1</b>	<b>1</b>	<b>4</b>
8. IPU visibility	<b>2</b>	<b>1</b>						<b>1</b>	<b>2</b>
9. Management & Governance									
Support Services	<b>6 ½</b>		<b>1</b>		<b>1</b>			<b>5</b>	<b>7</b>
<b>Total</b>	<b>39 ½</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>11</b>	<b>3</b>	<b>15</b>	<b>42</b>
Per cent Women		0%	75%	50%	33%	73%	33%	87%	67%

36. Grades are established in accordance with the United Nations common system of job classification. As a result of the restructuring in 2005, a few positions are occupied by incumbents at a higher grade than their position is classified although this number is now decreasing through attrition and career development. About two thirds of the Secretariat staff are women, who have achieved employment equity at all grades.
37. Annual adjustments to salaries are determined by the International Civil Service Commission. The budget for Secretariat staff salaries in 2015 from regular sources is CHF 5,719,900. A further appropriation of CHF 720,400 is foreseen for salaries for project personnel paid from other sources.
38. Benefits such as pensions, dependency allowances and child education allowances are provided to staff in accordance with the UN common system. Some other benefits, such as health and accident insurance, are defined internally by the IPU. The budget for staff benefits and overheads from regular sources will decrease by CHF 116,100 compared with 2014 to CHF 1,899,300, due to personnel changes involving different benefit entitlements. In addition, the staff benefits charged to voluntary-funded project budgets will be CHF 229,900.

#### 4. Assessed contributions

Country Name	UN 2013-2015	Approved 2015 scale	
	Per cent	Per cent	CHF
Afghanistan	0.005%	0.110%	11'600
Albania	0.010%	0.110%	11'600
Algeria	0.137%	0.280%	29'600
Andorra	0.008%	0.110%	11'600
Angola	0.010%	0.110%	11'600
Argentina	0.432%	0.630%	66'600
Armenia	0.007%	0.110%	11'600
Australia	2.074%	2.330%	246'300
Austria	0.798%	1.030%	108'900
Azerbaijan	0.040%	0.160%	16'900
Bahrain	0.039%	0.160%	16'900
Bangladesh	0.010%	0.110%	11'600
Belarus	0.056%	0.180%	19'000
Belgium	0.998%	1.240%	131'100
Benin	0.003%	0.100%	10'600
Bhutan	0.001%	0.100%	10'600
Bolivia	0.009%	0.110%	11'600
Bosnia and Herzegovina	0.017%	0.130%	13'700
Botswana	0.017%	0.130%	13'700
Brazil	2.934%	3.170%	335'000
Bulgaria	0.047%	0.170%	18'000
Burkina Faso	0.003%	0.100%	10'600
Burundi	0.001%	0.100%	10'600
Cabo Verde	0.001%	0.100%	10'600
Cambodia	0.004%	0.110%	11'600
Cameroon	0.012%	0.120%	12'700
Canada	2.984%	3.220%	340'300
Chad	0.002%	0.100%	10'600
Chile	0.334%	0.520%	55'000
China	5.148%	5.280%	558'100
Colombia	0.259%	0.430%	45'400
Congo	0.005%	0.110%	11'600
Costa Rica	0.038%	0.160%	16'900
Côte d'Ivoire	0.011%	0.120%	12'700
Croatia	0.126%	0.270%	28'500
Cuba	0.069%	0.200%	21'100
Cyprus	0.047%	0.170%	18'000
Czech Republic	0.386%	0.580%	61'300
Dem. People's Republic of Korea	0.006%	0.110%	11'600
Democratic Republic of the Congo	0.003%	0.100%	10'600
Denmark	0.675%	0.900%	95'100
Djibouti	0.001%	0.100%	10'600
Dominican Republic	0.045%	0.160%	16'900
Ecuador	0.044%	0.160%	16'900
El Salvador	0.016%	0.120%	12'700
Equatorial Guinea	0.010%	0.110%	11'600
Estonia	0.040%	0.160%	16'900
Ethiopia	0.010%	0.110%	11'600
Finland	0.519%	0.730%	77'200
France	5.593%	5.700%	602'500
Gabon	0.020%	0.130%	13'700
Gambia	0.001%	0.100%	10'600



Country Name	UN 2013-2015	Approved 2015 scale	
	Per Cent	Per Cent	CHF
Georgia	0.007%	0.110%	11'600
Germany	7.141%	7.170%	757'800
Ghana	0.014%	0.120%	12'700
Greece	0.638%	0.860%	90'900
Guatemala	0.027%	0.140%	14'800
Guinea	0.001%	0.100%	10'600
Guinea-Bissau	0.001%	0.100%	10'600
Haiti	0.003%	0.100%	10'600
Honduras	0.008%	0.110%	11'600
Hungary	0.266%	0.440%	46'500
Iceland	0.027%	0.140%	14'800
India	0.666%	0.890%	94'100
Indonesia	0.346%	0.530%	56'000
Iran (Islamic Republic of)	0.356%	0.540%	57'100
Iraq	0.068%	0.200%	21'100
Ireland	0.418%	0.610%	64'500
Israel	0.396%	0.590%	62'400
Italy	4.448%	4.610%	487'200
Japan	10.833%	10.830%	1'144'700
Jordan	0.022%	0.130%	13'700
Kazakhstan	0.121%	0.260%	27'500
Kenya	0.013%	0.120%	12'700
Kuwait	0.273%	0.450%	47'600
Kyrgyzstan	0.002%	0.100%	10'600
Lao People's Democratic Republic	0.002%	0.100%	10'600
Latvia	0.047%	0.170%	18'000
Lebanon	0.042%	0.160%	16'900
Lesotho	0.001%	0.100%	10'600
Libya	0.142%	0.290%	30'700
Liechtenstein	0.009%	0.110%	11'600
Lithuania	0.073%	0.200%	21'100
Luxembourg	0.081%	0.210%	22'200
Madagascar	0.003%	0.100%	10'600
Malawi	0.002%	0.100%	10'600
Malaysia	0.281%	0.460%	48'600
Maldives	0.001%	0.100%	10'600
Mali	0.004%	0.110%	11'600
Malta	0.016%	0.120%	12'700
Mauritania	0.002%	0.100%	10'600
Mauritius	0.013%	0.120%	12'700
Mexico	1.842%	2.100%	222'000
Micronesia (Federated States of)	0.001%	0.100%	10'600
Monaco	0.012%	0.120%	12'700
Mongolia	0.003%	0.100%	10'600
Montenegro	0.005%	0.110%	11'600
Morocco	0.062%	0.190%	20'100
Mozambique	0.003%	0.100%	10'600
Myanmar	0.010%	0.110%	11'600
Namibia	0.010%	0.110%	11'600
Nepal	0.006%	0.110%	11'600
Netherlands	1.654%	1.920%	202'900
New Zealand	0.253%	0.420%	44'400
Nicaragua	0.003%	0.100%	10'600
Niger	0.002%	0.100%	10'600
Nigeria	0.090%	0.220%	23'300
Norway	0.851%	1.090%	115'200
Oman	0.102%	0.240%	25'400
Pakistan	0.085%	0.220%	23'300

Country Name	UN 2013-2015	Approved 2015 scale	
	Per Cent	Per Cent	CHF
Palau	0.001%	0.100%	10'600
Palestine		0.100%	10'600
Panama	0.026%	0.140%	14'800
Papua New Guinea	0.004%	0.110%	11'600
Paraguay	0.010%	0.110%	11'600
Peru	0.117%	0.260%	27'500
Philippines	0.154%	0.300%	31'700
Poland	0.921%	1.160%	122'600
Portugal	0.474%	0.680%	71'900
Qatar	0.209%	0.370%	39'100
Republic of Korea	1.994%	2.260%	238'900
Republic of Moldova	0.003%	0.100%	10'600
Romania	0.226%	0.390%	41'200
Russian Federation	2.438%	2.690%	284'300
Rwanda	0.002%	0.100%	10'600
Samoa	0.001%	0.100%	10'600
San Marino	0.003%	0.100%	10'600
Sao Tome and Principe	0.001%	0.100%	10'600
Saudi Arabia	0.864%	1.100%	116'300
Senegal	0.006%	0.110%	11'600
Serbia	0.040%	0.160%	16'900
Seychelles	0.001%	0.100%	10'600
Sierra Leone	0.001%	0.100%	10'600
Singapore	0.384%	0.580%	61'300
Slovakia	0.171%	0.330%	34'900
Slovenia	0.100%	0.240%	25'400
Somalia	0.001%	0.100%	10'600
South Africa	0.372%	0.560%	59'200
South Sudan	0.004%	0.110%	11'600
Spain	2.973%	3.210%	339'300
Sri Lanka	0.025%	0.140%	14'800
Sudan	0.010%	0.110%	11'600
Suriname	0.004%	0.110%	11'600
Sweden	0.960%	1.200%	126'800
Switzerland	1.047%	1.300%	137'400
Syrian Arab Republic	0.036%	0.150%	15'900
Tajikistan	0.003%	0.100%	10'600
Thailand	0.239%	0.410%	43'300
The Former Yugoslav Republic of Macedonia	0.008%	0.110%	11'600
Timor-Leste	0.002%	0.100%	10'600
Togo	0.001%	0.100%	10'600
Tonga	0.001%	0.100%	10'600
Trinidad and Tobago	0.044%	0.160%	16'900
Tunisia	0.036%	0.150%	15'900
Turkey	1.328%	1.590%	168'100
Uganda	0.006%	0.110%	11'600
Ukraine	0.099%	0.240%	25'400
United Arab Emirates	0.595%	0.810%	85'600
United Kingdom	5.179%	5.310%	561'200
United Republic of Tanzania	0.009%	0.110%	11'600
Uruguay	0.052%	0.170%	18'000
Venezuela	0.627%	0.850%	89'800
Viet Nam	0.042%	0.160%	16'900
Yemen	0.010%	0.110%	11'600
Zambia	0.006%	0.110%	11'600
Zimbabwe	0.002%	0.100%	10'600

Member or associate member	UN 2013-2015	Approved 2015 scale	
	Per Cent	Per Cent	CHF
Andean Parliament		0.020%	2'100
Central American Parliament		0.010%	1'100
East African Legislative Assembly		0.010%	1'100
European Parliament		0.070%	7'400
Latin American Parliament		0.020%	2'100
Parliamentary Assembly of the Council of Europe		0.050%	5'300
Transitional Arab Parliament		0.010%	1'100
WAEMU		0.010%	1'100
CEMAC		0.010%	1'100
ECOWAS		0.010%	1'100
<b>Total</b>	<b>100.00%</b>	<b>100.0%</b>	<b>10'593'700</b>

## 5. Logical Framework

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
STRATEGIC DIRECTIONS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>BETTER PARLIAMENT, STRONGER DEMOCRACIES – Objectives:</b>					
1.	Better functioning parliaments	1,432,500	1,171,000	Parliamentary performance in its core functions	Case studies, reports from parliamentary monitoring organizations, reports from parliaments, media reports
2.	Advancement of gender equality	735,700	760,400	Level of use of IPU gender resources; number of references in research/media/articles, etc.; number of updates; level of user satisfaction; number of women MPs benefitting from assistance and training; number of parliaments engaging in gender reforms; level of engagement of men MPs nationally and at IPU; action taken to enhance the protection of women's rights; support women's empowerment and gender equality	Reports, publications, media reports, questionnaires, statistics, case studies
3.	Greater respect for human rights	1,032,900	416,300	Action taken to protect the human rights of parliamentarians; parliamentary action to promote and protect human rights	Reports, publications, correspondence, questionnaires, statistics, and/or case lists
<b>MORE INTERNATIONAL INVOLVEMENT OF PARLIAMENTS – Objectives</b>					
4.	Stronger parliamentary dimension to the work of multilateral institutions	882,700		Parliamentary input (political and policy-based) to major international debates and processes	Major UN/WTO documents, survey results, parliamentary records, media reports
5.	Increased parliamentary support for international development goals		757,800	Parliamentary action on international development goals	Reports from the IPU, the UN, parliaments, parliamentary monitoring organizations and the media
6.	Improved parliamentary contribution to peace-building and conflict prevention	40,000	409,100	Parliamentary participation in reconciliation processes and dialogue in conflict situations	Media/monitoring organization reports, opinion surveys, legislative documents, parliamentary reports, IPU internal and external reports
<b>THE IPU AS A MORE EFFECTIVE INSTRUMENT OF PARLIAMENTARY COOPERATION - Objectives</b>					
7.	Universal membership and enhanced Member relations	3,506,600		Parliaments' participation in the IPU; two successful IPU assemblies each year; number of Members; outcome of deliberations	Members' annual reports, IPU Assembly reports
8.	Enhanced IPU visibility	967,800		Increased awareness and knowledge of the IPU and its work	Media monitoring, media interviews, parliamentary websites, IPU publications, social media, increased database of contacts
9.	Improved operational management, governance and internal oversight	849,700		Organizational key performance indicators	Audit reports, Member satisfaction surveys

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
RESULTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>1. Better functioning parliaments</b>		525,000			
1.1	The parliamentary community makes use of an improved primary global resource on parliament and democracy provided by the IPU	406,400	67,800	Level of use of IPU resources	Data from IPU website, publications tracking and user requests, user surveys
1.2	Parliaments apply standards and guidelines and follow good practices promoted by the IPU	69,000	368,800	Number of parliaments using standards, guidelines and following good practices	Reports from parliaments
1.3	Parliaments enhance their capacity with IPU support	432,100	544,600	Number of parliaments supported; resources invested	Parliamentary reports, activity reports, IPU reports, financial reports, media reports
1.4	Youth participation promoted in parliaments		189,800		
<b>2. Advancement of gender equality</b>					
2.1	The parliamentary community makes better use of an improved global reference on women in politics provided by the IPU	617,100	420,200	Level of use of IPU gender resources; number of references in research/media/articles, etc.; number of updates; level of user satisfaction	IPU, UN, parliament and media reports
2.2	More women gain access to parliament and participate in policy-making	16,600	59,400	Number of women in parliament; temporary special measures; number of women benefiting from training; number of caucuses; level of participation of women MPs	Election results; quotaproject.org; interviews/questionnaires; self-assessment of women MPs benefiting from IPU support
2.3	Parliaments are more gender-sensitive	21,500	129,600	Parliamentary reform; gender assessments	Reports on activities and projects, feedback from parliaments and UN/IGOs
2.4	Parliaments address women's rights, gender inequality and violence against women	80,500	151,200	Parliamentary action	Reports on activities and projects, results of IPU Assemblies, media reports
<b>3. Greater respect for human rights</b>					
3.1	The IPU Committee on the Human Rights of Parliamentarians enhances its capacity to address human rights abuses affecting MPs	969,900	251,300	New methods of work fully implemented; revamped human rights section on IPU website; new visibility/communication tools; number of cases satisfactorily closed; number of total cases under review; number of new cases submitted; level of victim satisfaction with the Committee's work; number of sessions; trial observation and on-site missions; number of follow-up initiatives taken by IPU Members	Reports, publications, correspondence, questionnaires, statistics and/or list of cases

3.2	Parliaments play a greater role in ensuring respect for human rights and international humanitarian law	63,000	145,000	Number of seminars; number of parliaments supported and number of parliamentarians trained; level of implementation of seminar recommendations and concluding observations of UN human rights treaty bodies and the UN Human Rights Council; number of new ratifications of identified human rights treaties; reform in selected parliaments with respect to children's rights; parliamentary initiatives related to statelessness; refugee protection and IDPs	IPU and UN reports and questionnaires
3.3	Promote synergies between human rights capacity-building and the defence of MPs' human rights		20,000	Number of seminars or events organized; number of parliaments supported; number of participants and/or parliamentarians trained	IPU reports, list of participants
<b>4. Stronger parliamentary dimension to the work of multilateral institutions</b>					
4.1	Parliaments are more aware of and engaged in major UN processes; parliaments are better equipped to act on and hold governments accountable for their commitments at the UN; the views of MPs are incorporated in relevant UN decision-making processes	792,700		The work of the UN reflects parliamentary inputs; parliaments factor in UN agenda and conferences into their work; implementation of major international commitments is enhanced; a governance goal or other strong commitment is made in the new Sustainable Development Goals which would support the role of parliaments going forward	UN resolutions, declarations, summaries of meetings (including the outcome of the UN Summit on the post-2015 development agenda), parliamentary agenda and records, IPU reports, parliamentary messages/statements to the UN
4.2	Effective parliamentary oversight of international trade negotiations under WTO auspices	90,000		High attendance and smooth running of annual sessions of the Parliamentary Conference on the WTO; dialogue and interaction with WTO negotiators and officials; outcome documents of parliamentary sessions duly transmitted to the WTO	Feedback from parliaments and Permanent Missions in Geneva, session reports, list of participants
<b>5. Increased parliamentary support for international development goals</b>					
5.1	Parliaments promote action on the MDGs and contribute to the shaping of the post-2015 development agenda		204,800	Groundwork set for parliamentary follow-up to the emerging post-2015 agenda (SDGs)	Reports from the processes, guidelines
5.2	Parliaments promote action on HIV/AIDS		175,000	Parliamentary concerns reflected in outcome documents, legislation, declarations and national development strategies related to HIV/AIDS; national legislation; parliamentary statements	Reports from the IPU, the UN, parliaments and parliamentary monitoring organizations
5.3	Parliaments take action on reproductive, maternal, newborn and child health		345,600	Parliamentary concerns reflected in outcome documents, legislation, declarations and national development strategies related to MNCH; national legislation; parliamentary statements	Reports from the IPU, the UN, parliaments and other partners

5.4	Parliaments increasingly provide oversight of aid effectiveness		32,400	Parliamentary concerns and input reflected in the Global Partnership for Effective Development Cooperation and the UN DCF	Global Partnership and DCF reports
5.5	Parliaments integrate climate change and its consequences into national budgets and legislation			Parliamentary message to the UNFCCC; green budgets; adaptation legislation	Session report, UNFCCC decisions
<b>6. Improved parliamentary contribution to peacebuilding and conflict prevention</b>					
6.1	Parliaments are better able to facilitate reconciliation in post-conflict situations		104,000	Parliamentary participation in the reconciliation process; the majority and the opposition respect each other's rights and responsibilities; inclusive decision-making is a part of parliamentary procedures; parliamentary oversight of the security sector	Media/monitoring organization reports, opinion surveys, legislative documents, parliamentary reports, IPU reports
6.2	Parliamentary diplomacy serves to facilitate conflict prevention and resolution	40,000		Parliamentary diplomacy defuses tensions and promotes dialogue	Media
6.3	Parliaments take action to prevent non-State actors from acquiring WMDs (pursuant to Security Council resolution 1540)		305,100	Parliaments will have worked with their governments to provide a first report to UN Committee 1540; MPs in selected countries are more aware of the legal requirements to implement SC resolution 1540	Reports to Security Council Committee 1540 Parliamentary surveys, reports from national/regional meetings of MPs
<b>7. Achievement of universal membership and enhanced Member relations</b>		1,848,700			
7.1	The IPU makes progress towards achieving universal membership	20,000		Size of membership; number of new affiliations; number of participants in regional workshops for non-member parliaments	List of Members
7.2	Members draw greater benefits from participating in IPU Assemblies and activities	1,301,900		Attendance at IPU assemblies; quality of discussion and outcome of Assemblies; use of IPU documents in parliaments	List of participants, members' annual reports, user surveys
7.3	The IPU achieves greater coherence and effectiveness in global parliamentary cooperation	291,000		Successful Fourth World Conference of Speakers of Parliament in 2015; one joint event with regional and other parliamentary associations in the course of an IPU assembly	Parliaments from around the world are represented at the highest level, outcome document, report of meeting, attendance and contribution by associate members and observer organizations
7.4	The IPU implements structural reforms; more Members improve follow-up of IPU resolutions	45,000		Working programmes and operational activities carried out by the four Standing Committees; quality of resolutions	Input from Members, Committee reports and recommendations

<b>8. Enhanced IPU visibility</b>		814,800			
8.1	The IPU website is a modern and dynamic resource for interaction within the global parliamentary community	57,000		Statistics, numbers of subscriptions in newsletters; positive social media mention; online pick-up of IPU material; repurposing of IPU data and information products	Google analytics, mailpro, social media monitoring, online media monitoring, manual online monitoring
8.2	Create useful and useable information products	65,000		User satisfaction	Social media contacts, surveys
8.3	The IPU refocuses its communication policy on leading global media and targeted outreach	31,000		Global media coverage	Online media monitoring
<b>9. Improved operational management governance and internal oversight</b>		764,100			
9.1	The IPU strengthens its internal governance and oversight	50,600		The Executive Committee makes more informed recommendations on finance matters to the Governing Council; more efficient ExCom meetings; Members mobilize more resources for IPU work	Summary records and Executive Committee reports, voluntary funding obtained
9.2	The IPU upgrades its management systems and procedures and implements a results-based management system	30,000		Results and performance are systematically tracked at all levels of the Organization; external and internal audits demonstrate improved performance in 2014	Annual report and intermediary reviews, audit reports and management letter
9.3	The IPU systematically mainstreams gender throughout the Organization	5,000		All new documentation is analysed from a gender perspective before publication; gender issues are considered in decision-making processes, including in preparation of ToRs, meetings and seminars	Document publication checklists, minutes of meetings
9.4	The IPU introduces a rights-based approach to its work			All new documentation is analysed from a rights perspective before publication; rights issues are considered in decision-making processes, including in preparation of ToRs, meetings and seminars	Document publication checklists, review of TORs, agendas, reports and minutes



INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>1. Better functioning parliaments</b>		525,000			
<i>1.1 The parliamentary community makes use of an improved primary global resource on parliament and democracy provided by the IPU</i>		353,400	32,900		
1.1.1	Up-to-date information on national parliaments published in the PARLINE database	30,000	20,000	Scope of coverage; percentage of information verified by parliament	IPU website
1.1.2	Regular report on parliamentary developments published on IPU website	2,000		Number of reports	IPU website
1.1.3	Information resources made available to the IPU Secretariat	3,000		Journal and database available for staff	
1.1.4	IPU archives made available online		5,000	Number of archives documents online	IPU website
1.1.5	International Day of Democracy promoted	18,000	9,900	Number of parliamentary events	IPU website, media reports
<i>1.2 Parliaments apply standards and guidelines and follow good practices promoted by the IPU</i>					
1.2.1	Indicators for Democratic Parliaments published	30,000	49,700	Quantity and qualitative analysis of use	Reporting from parliaments and other users
1.2.2	Research for a Global Parliamentary Report carried out		199,800	Progress against project timeline	Internal monitoring and evaluation
1.2.3	Discussion paper on topical parliamentary issues published	22,000		Existence of two "Issues Briefs" publications	IPU website
1.2.4	Good practices on the use of ICT shared with parliaments	5,000	99,900	Number of parliaments participating in ICT-related activities	List of contributors to the report
1.2.5	Good practices on parliamentary working methods shared with parliaments	12,000		Level of participation in panel on parliamentary topics at IPU Assembly	List of contributors to the report
1.2.6	Political participation of minorities and indigenous peoples promoted			Participation in regional consultations for the World Conference of Indigenous Peoples	Conference reports and outcome documents
1.2.7	Common Principles for parliamentary development promoted		19,400	Number of parliaments endorsing the principles	Confirmation of endorsement, IPU website
<i>1.3 Parliaments enhance their capacity with IPU support</i>		377,100	364,600		
1.3.1	Capacity needs of national parliaments are identified	15,000	35,000	Number of assessments carried out	IPU, media reports
1.3.2	Tailored, contact-specific capacity-building programmes	15,000	50,000	Number of programmes designed	Programmes

1.3.3	Support provided for parliamentary self-assessments using IPU indicators	15,000	20,000	Number of parliaments facilitated in using IPU tools e.g. self-assessment, common principles, etc.	Monitoring of and reporting from parliaments
1.3.4	Implementation of programmes of support		35,000	Number and nature of activities carried out participation of MPs – men and women with relevant specializations	IPU, national parliament and media reports, evaluation surveys and lists of participants
1.3.5	Create linkages between resolutions (political decision-making) and programme work of the IPU		15,000		
1.3.6	Enhanced IPU capacity to support parliaments	5,000	5,000	Recommendations implemented	TA Review
1.3.7	Increased parliamentary coordination to capacity building programmes	5,000	20,000	Number of participants	List of participants
<i>1.4 Youth participation promoted in parliaments</i>					
1.4.1	Information and policy guidance on youth participation in parliament is available and informs decision-making		30,700	A first of its kind database disaggregated by age and sex of youth in parliament is created and maintained; case studies on good practice developed to enhance participation of young men and women in parliament are produced; a study on enhancing youth participation in parliament is produced	Website statistics, feedback received from users, Copies distributed, survey on follow up action taken by parliaments or individual MPs
1.4.2	Parliaments support youth participation		24,900	A user-friendly guidance note for parliaments on communicating with young men and women is produced; awareness raising campaigns and workshops on youth participation are carried out in parliaments; capacity-building workshops are organized in parliaments on issues that affect young people i.e. electoral laws, employment, environment, equality between men and women, human rights, media, education, etc.; legislative drafting support on youth issues is provided to parliaments upon request	Copies distributed, Website statistics, feedback received from users, survey on follow up action taken by parliaments or individual MPs, reports, list of participants
1.4.3	The influence of young parliamentarians in the work of parliament is enhanced			Capacity- and skills-building workshops targeting young men and women parliamentarians are organized; a network of mentors is established and provides counselling and coaching to young men and women members of parliament	Reports, lists of participants, feedback from participants, evaluation questionnaire
1.4.4	Young parliamentarians from all countries are more prominent on the international scene		134,200	An annual conference of young parliamentarians is organized; a section of IPU's website is created and maintained for and on young parliamentarians; young men and women parliamentarians contribute to international meetings and debates on youth	Reports, lists of participants, feedback from participants

OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>2. Advancement of gender equality</b>					
<i>2.1 The parliamentary community makes better use of an improved global reference on women in politics provided by the IPU</i>		574,100	225,800		
2.1.1	Online databases on women in politics	11,000	37,800	Operational databases; number of users; number of references made to the databases; level of involvement of parliaments through information provided; user satisfaction	Website statistics, media report, references in specialized publications, number of requests for information, survey or spontaneous feedback received
2.1.2	Dissemination of knowledge through the iKNOW Politics website	10,000	54,000	Number of website users; number of information tools referenced on the website; number of discussion circles; user satisfaction; usefulness of good practices shared through the website	Website statistics, evaluation reports, user interviews
2.1.3	Production of an annual report on women in parliament for International Women's Day	6,500	5,400	Report published by 8 March; contribution provided to Beijing + 20 debates.	Website, content of the report
2.1.4	Promotion and dissemination of information on women in politics	15,500		Number of launches; number of participants; number and content of the references made on the launches in the media; number of recipient /requests/level of satisfaction/number and content of the references made in other publications or the media	Reports, media reports, list of distribution, requests received, feedback received, media reports
2.1.5	Research on influence of women		75,600	Preliminary findings of research; number of respondents to questionnaires and interviews	Reports, questionnaires and surveys, interviews; statistics
2.1.6	Publication of the IPU-UN Women Map on Women in Politics		21,600	Number of maps produced; number of references to IPU data on women in politics in UN/international reports	Website
<i>2.2 More women gain access to parliament and participate in policy-making</i>					
2.2.1	Enhanced synergies and strategies in regions with few women MPs			Hearings at IPU Assemblies with delegations of parliaments with no or few women members; identification of strategies and next steps; provision of expertise; follow-up action by parliaments	Reports
2.2.2	Debates and/or review of national legal frameworks to facilitate women's access to parliament		10,800	Use of the IPU report on the impact of national legal frameworks on women's access to parliament; number and level of IPU contributions to debates and reform processes	Activity reports, feedback from participants (Evaluation sessions/questionnaires)

2.2.3	Enhanced capacities of women MPs	16,600	43,200	Number (and %) of women MPs trained; level of satisfaction of trainees; number of exchange platforms/forums provided; number of tools produced	Reports, questionnaires and surveys, interviews, list of participants
2.2.4	Stronger women's caucuses		5,400	Number of women's caucuses established or supported by the IPU; feedback on IPU material	Reports, questionnaires, interviews
2.2.5	Mentoring by women MPs			Initiatives taken by women MPs; discussion circles on iKNOW Politics	Interviews of women MPs, iKNOW Politics website
<i>2.3 Parliaments are more gender-sensitive</i>					
2.3.1	Self-assessment by parliaments of their level of gender-sensitivity	11,200	43,200	Number of requests for assistance received; number of self-assessments conducted results of self-assessments and recommendations	Self assessment reports
2.3.2	Gender mainstreaming in parliament	10,300	21,600	Number of MPs and staff trained, disaggregated by sex, level of satisfaction of trainees, demand for toolkit	Reports, questionnaires and surveys, interviews
2.3.3	Violence against women in politics		64,800	Preliminary results of research; number of respondents to research and questionnaire.	Reports, questionnaires, and surveys, interviews, statistics.
<i>2.4 Parliaments address women's rights, gender inequality and violence against women</i>					
2.4.1	Enhances contribution by parliaments to the enforcement of CEDAW	3,500	21,600	Level of involvement of parliaments in the reporting process; parliamentary debates on CEDAW in countries that have recently reported	Surveys, questionnaires, CEDAW Committee minutes
2.4.2	Parliamentary action on discriminatory legislation and practices		10,800	Number of debates/workshops; objectives identified; amendments to legislation; other parliamentary initiatives	Reports, feedback from parliaments
2.4.3	Development of sub-regional or regional synergies and strategies to address violence against women	25,000	27,000	Regional strategies and next steps; follow-up action by parliaments; number of participants disaggregated by sex and area of specialization; level of participant satisfaction	Reports, questionnaires and surveys, interviews, media report, list of participants
2.4.4	Development and enforcement by parliament of legislation to combat violence against women		75,600	Type of expertise and support provided by the IPU; number and nature of parliamentary initiatives linked to IPU support	Reports, feedback from parliaments
2.4.5	Enhanced parliamentary awareness of and contribution to the implementation of UN Security Council resolution 1325		5,400	Number of activities organized; number of participants disaggregated by sex and specialization; level of satisfaction	Reports, list of participants, feedback, evaluation questionnaires

2.4.6	Enhanced parliamentary participation in global debates on gender issues	52,000		Level of participation of parliaments (disaggregated by sex and specialization); references to parliament in results of global debates; level of participation of UN/IGO representatives in IPU meetings; level of participation of women Speakers of Parliament	Reports, list of participants, feedback, evaluation, questionnaires
2.4.7	Consideration of women's rights and gender equality issues by IPU Assemblies		5,400	Number of references to gender equality issues in IPU resolutions; visibility of gender issues at IPU Assemblies; level of participation of women MPs in IPU Assemblies; number of men MPs participating in the Meeting of Women MPs; visibility and effectiveness of Meeting of Women Parliamentarians	Resolutions, reports, list of participants
2.4.8	Mainstreaming of gender equality and women's rights into IPU capacity-building initiatives		5,400	Number of gender components in capacity-building initiatives	Reports

OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>3. Greater respect for human rights</b>					
<i>3.1 The IPU Committee on the Human Rights of Parliamentarians enhances its capacity to address human rights abuses affecting MPs</i>		755,900	206,300		
3.1.1	Enhanced visibility of the Committee	10,000	45,000	New human rights tools developed; number of campaigns developed; number of changes to human rights section on IPU website; number of references to Committee in media and UN reports	Website, media reports, UN reports
3.1.2	Regular Committee sessions	95,000		Number of reports / decisions prepared and translated	
3.1.3	a. Trial observations and on-site missions; reports b. Better informed Committee decisions	92,000		At least five trial observations/missions conducted and reports submitted to the Committee	Trial observation/mission reports; Committee decisions
3.1.4	Better informed parliamentary and State authorities, sources, UN and regional human rights mechanisms	17,000		Number of letters sent to national authorities, sources and other stakeholders and number of replies received; number of follow-up visits to third-party institutions or countries able to help its work; number of representations made to the UN and regional human rights mechanisms regarding the Committee's work	Correspondence, reports, visits
<i>3.2 Parliaments play a greater role in ensuring respect for human rights and international humanitarian law</i>					
3.2.1	Parliaments informed of forthcoming and recent examination of their countries' human rights situation by UN human rights mechanisms			Number of letters sent to parliaments; feedback/responses received; number of new ratifications of human rights treaties and withdrawal of reservations; participation of MPs (men, women and relevant specializations); support provided to one or two parliaments; strong legal framework; number of IPU interventions at UN Human Rights Council and other UN human rights meetings and number of references by the Council and other UN human rights mechanisms to parliaments and the IPU	Correspondance, questionnaires, statistics, list of participants, parliamentary records and field visit reports, changes to the legal framework, questionnaires, IPU reports, IPU website and UN documents/reports
3.2.2	Regional and national seminars organized to promote parliamentary action on human rights		75'000	Number of MPs trained; level of implementation of seminar/UN recommendations; number of events organized and reports produced; organization of one regional and one national seminars	Seminar/media reports, UN documents/reports, list of participants

3.2.3	Ratification campaigns implemented		10'000	Number of new ratifications and withdrawals of reservations promoted and obtained	UN ratification notification system
3.2.4	Information on parliamentary human rights committees collected and published online		30'000	Existence of a full-fledged and updated online database	IPU website
3.2.5	Enhanced IPU contribution to UN human rights mechanisms			Number of meetings the IPU participates in or to which it makes submission; number of IPU interventions at UN Human Rights Council and other UN human rights meetings and number of references by the Council and other UN human rights mechanisms to parliaments and the IPU	
3.2.6	Strengthened capacity in parliament to ensure respect for children's rights	53,000	30,000	Number of MPs trained; level of implementation of seminar/UN recommendations; number of new ratifications of human rights treaties and withdrawal of reservations; number of references to parliaments in UN reports and decisions; participation of MPs (men, women and relevant specializations); support provided to one parliament; strong legal framework; number of events organized and reports produced. Issue is integrated into all IPU's child rights-related activities	Seminar/media reports, UN documents/reports, list of participants, parliamentary records and field visit reports, changes to the legal framework, questionnaires, list of participants, IPU reports
3.2.7	Greater awareness and action among parliaments of selected international humanitarian law conventions	10,000		Number of meetings/activities/panels which the IPU organized or in which it participated; launch of Handbook for parliamentarians on Nationality and Statelessness, and number of copies distributed; number of missions carried out by IHL Committee members and recommendations made	IPU Assembly report, activity reports
3.3 <i>Promote synergies between human rights capacity-building and the defence of MPs' human rights</i>					
3.3.1	Panel discussions organized and studies carried out		10,000	Number of events and/or studies conducted; number of participants; adoption of recommendations for stronger synergies	Activity reports, list of participants
3.2.2	Legislative advice provided		10'000	Number of occasions on which legislative advice is provided; level of implementation of advice	Parliamentary records and field visit reports, changes to the legal framework, questionnaires

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>4. Stronger parliamentary dimension to the work of multilateral institutions</b>					
4.1 <i>Parliaments are more aware of and engaged in major UN processes; parliaments are better equipped to act on and hold governments accountable for their commitments at the UN; the views of MPs are incorporated in relevant UN decision-making processes</i>		734,300			
4.1.1	Statements given before UN bodies; formal parliamentary submissions to UN reports; IPU resolutions circulated to relevant UN bodies; Sustainable Development Goals (SDGs) and/or post-2015 development agenda include meaningful reference to parliaments/governance			Parliamentary input to UN debates and processes (deliberations, review and negotiations); number of references to parliaments in major UN documents; participation of MPs in national delegations to main UN events and GA meetings; final adopted set of SDGs (from UN Summit declaration)	UN outcome documents, SG reports, IPU resolutions advertised in UN Journal and circulated to relevant UN meetings, participants' list (to include MPs in national delegations to major UN events)
4.1.2	Joint projects are planned, initiated or strengthened			Number of exchanges on joint activities; participants' rating of events	Activity reports, participation lists, analysis of participants' evaluation forms
4.1.3	Parliamentary hearing is organized and its outcome channelled into relevant UN processes	58,400		Level of UN participation; quality of the final report in terms of relevance and depth of recommendations; level of UN participation; number of participating MPs	List of participants, hearing report is circulated as an official UN documents, analysis of participants' evaluations forms
4.1.4	IPU Committee on UN Affairs effectively addresses issues of mutual relevance and its output helps inform debates at the UN; bureau of IPU Committee on UN Affairs helps guide the work of the IPU with the UN through regular consultations and engagement (including, field missions or other operational activities)			Number of participants in plenary sessions; level of UN engagement; relevance of issues to both parliaments and the UN; number of direct and regular correspondence with Bureau members; field mission or other activity is conducted between formal sessions of the Committee	Summary reports of debates, emails or formal correspondence, visits to New York or to the field
4.1.5	Policy information and guidance on global issues exchanged with high-ranking UN officials at IPU Assemblies, and specialized parliamentary meetings			Number of high-ranking UN officials participating (men and women)	List of participants in IPU Assemblies and specialized meetings, IPU meeting reports
4.1.6	Bureau members of all four Standing Committees are provided with regular information updates on UN debates; briefing sessions with UN officials and/or diplomats are organized for IPU Bureau members, rapporteurs or other MPs as needed			An average of 4 communications is sent to each committee Bureau during the year (total of 16); two briefing sessions or opportunities for participation on UN panels are arranged for IPU Bureau members from any of the four committees	E-mails, briefing notes or other reports, list of participants; meeting agendas; press releases



4.1.7	New provisions in 2014 resolution on interaction with the UN are carried forward			Fourth Speakers Conference is held successfully and meaningful acknowledgement of the Conference is made in the outcome document of the UN Summit ; MPs make significant contribution to HLPF and Youth Forum; robust parliamentary contribution to UPR of the HR Council is made; parliamentary meeting at the CSW is upgraded to official joint event	Modalities resolution of UN Summit and its outcome document, list of participants and final report of UN meetings, governments' reports before HR Council are vetted by parliament and/or MPs participate in UPR process, decision of the CSW regarding the parliamentary meeting
4.1.8	New cooperation agreement is drafted and adopted			Cooperation agreement effectively adds value to old agreement	Draft cooperation agreement
<i>4.2 Effective parliament oversight of the WTO and international trade negotiations</i>					
4.2.1	Organize, together with the European Parliament, an annual session of the Parliamentary Conference on the WTO in Geneva	70,000		Number of attending MPs, international organizations and Permanent Missions in Geneva; quality and substance of debate	Feedback from parliaments, missions in Geneva, outcome documents, media reports, participants' list
4.2.2	Host at least one meeting of the Steering Committee of the Parliamentary Conference on the WTO	20,000		Good attendance of meetings; hearing with WTO Director-General; substantive debate; meaningful decisions	Outcome document, attendance numbers
4.2.3	Organize a parliamentary event within the framework of the annual WTO Public Forum			Number of attending MPs, including from outside Europe; quality and substance of debate	Session report, WTO feedback, participants' list

OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>5. Increased parliamentary support for international development goals</b>					
<i>5.1 Parliaments promote action on the MDGs and contribute to the shaping of the post-2015 development agenda</i>			183,200		
5.1.1	Promote the inclusion of governance in the post-2015 development framework		21,600	Guidance notes for parliamentarians: 1) on the integration of economic, social and environmental pillars into a consistent policy approach; 2) on parliamentary involvement (design and monitoring) of sustainable development strategies	Guidance notes produced and disseminated to parliaments
<i>5.2 Parliaments take action on maternal, newborn and child health</i>					
5.2.1	Increase parliamentary action on MNCH, particularly in countries with highest maternal and child mortality		270,000	Number of national and regional activities to promote implementation of MNCH commitments; number of capacity-building activities for MPs to address key legal, programmatic and financial challenges affecting progress on MNCH in their countries; number of parliamentary strategies on MNCH supported	Activity reports, analysis of participant evaluations, reports on follow-up in parliaments
5.2.2	Facilitate advocacy and policy development in the area of MNCH		75,600	A study on the impact of legislation on one aspect of health is produced; reports and documents of good parliamentary practice are produced; input is provided to iERG reports, PMNCH reports and other reports under the Global Strategy on Women's and Children's Health	Preparation, publication and dissemination of documents produced
<i>5.3 Parliaments promote action on HIV/AIDS</i>					
5.3.1	Increase awareness among parliamentarians of the challenges of the HIV epidemic and response, particularly in terms of treatment inequality		140,400	Two activities to support the dialogue and build capacity are organized; parliaments in key countries mobilized on paediatric treatment issues	Activity reports; analysis of participant evaluation reports of follow-up, key affected parliaments get engaged on the issue
5.3.2	Build evidence, develop information resources and increase knowledge about parliamentary action to increase access to HIV treatment		34,600	Study on good parliamentary practices is produced. Parliamentary meeting at the Global Fund. IPU presents its work and findings in at least one major regional or international forum; databases expanded	Delivery and publication, activity reports; contribution to the main agenda

<i>5.4 Parliaments contribute to development cooperation and oversee effectiveness of aid</i>					
5.4.1	Map aid effectiveness structures and parliamentary contribution to ensuring better development cooperation		10,800	Aid effectiveness structures are mapped in selected developed and developing countries	Global accountability surveys
5.4.2	Attend meetings of the Global Partnership Steering Committee and provide input on behalf of parliaments and parliamentary organizations		21,600	Contribution is provided to the post-Busan monitoring framework and concerns of parliaments reflected	Global Partnership reports
5.4.3	Help formulate agendas, final recommendations of DCF sections, as well as attend their meetings			Extent to which the concerns of parliaments are reflected in the outcome of the DCF	DCF reports
<i>5.5 Parliaments integrate climate change and its consequences into national budget and legislation</i>					
5.5.1	Organize a parliamentary meeting at the 21st session of the Conference of the Parties to the UNFCCC		(20,000 from carbon offset reserves)	Good attendance at the meeting; substantive debate; extent to which the concerns of parliaments are reflected in UNFCCC decisions	Session report, participants' list, session reports, UNFCCC decisions

OUTPUTS		BUDGET		Objectively verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<i>6. Improved parliamentary contribution to peace-building and conflict prevention</i>					
<i>6.1 Parliaments are better able to facilitate reconciliation in post-conflict situations</i>					
6.1.1	Reinforce the involvement of the parliament in conflict prevention and national reconciliation processes		32,500	Number of MPs, men and women, participating in outreach visits; number of citizens - men and women - attending outreach visits and being better informed of the work of the parliament	Media /monitoring, opinion surveys
6.1.2	Facilitation of dialogue between parliament/ executive and or majority / opposition for better decision-making processes		35,700	MPs from across the political divide work together in a spirit of tolerance; number of requests received; level of cooperation between the majority and the opposition; level of cooperation between the executive and the parliament	Media/monitoring, opinion surveys, legislative documents, parliamentary reports on implementation of action plans, reports on debates taking place in parliament, IPU internal and external reports
6.1.3	Organization of activities to build / reinforce legal framework for parliament		35,800	Constitutional and other legal provisions governing parliament are adopted and implemented; number of MPs - men and women - participating in capacity-building activities	
<i>6.2 Parliamentary diplomacy serves to facilitate conflict prevention and resolution</i>					
6.2.1	Organization of on-site missions and follow-up activities to foster dialogue between parties to conflict	40,000		IPU mission received at a high level from both sides; expression of political will to continue dialogue; number of host participants - men and women - to the visit; follow-up activities to the mission; debates taking place in the parliament	Media/monitoring organisation reports, follow up meetings, legislative documents, parliamentary reports on implementation of action plans and IPU internal and external reports, reports on debates taking place in parliament

6.3 Parliaments take action to prevent non-State actors from acquiring WMDs pursuant to international law (Security Council resolution 1540)			175,500		
6.3.1	Guidance note for MPs as an awareness-raising tool		16,200	MPs in several countries will have responded positively to guidance note	Guidance note produced
6.3.2	Survey of MPs to gauge their views on the issue of WMDs and monitor progress in terms of increased awareness		10,800	Number of survey respondents and overall score registered	Survey report disaggregating data by country
6.3.3	Two national/regional workshops to review current legislation on WMDs and required reforms to improve legislative frameworks		43,200	MPs participation in meetings and recommendations outlining key legislative reforms required	Number of meetings held, final reports prepared and circulated to key actors for follow up
6.3.4	Parliamentary capacities to deal with WMDs issue is enhanced through targeted technical assistance		37,800	Relevant parliamentary bodies (committees, research service or other) are more knowledgeable of the issue and produce quality output to address it (reports, resolutions, draft legislation)	Needs assessment reports drawn up (field missions) by consultant and relevant technical expertise provided to the parliament (staff, committees, etc.)
6.3.5	Focus groups are held and parliamentary champions identified in key parliaments		21,600	Parliamentary champions actively engage with IPU by responding to queries, asking questions, show networking abilities to engage other colleagues	Number of focus groups held and champions identified

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
7. Achievement of universal membership and enhanced Member relations		1,848,700			
7.1 The IPU makes progress towards achieving universal membership					
7.1.1	Contacts are sustained with non-member parliaments, including the US Congress and Caribbean and South Pacific parliaments	20,000		Number of exchanges; regional meetings; number of participants at events organized in Washington and the Caribbean and/or South Pacific	IPU mailing services, participants' lists, follow-up correspondence
7.1.2	Increased membership			Number of (re)affiliation requests; number of new Members	Requests submitted, list of Participants at IPU assemblies
7.2 Members draw greater benefits from participating in IPU Assemblies and activities					
7.2.1	Two 4-day IPU Assemblies in 2015 which are well-attended and substantive	1,301,900 [1 <sup>st</sup> Assembly : 741,900 2 <sup>nd</sup> Assembly : 560,000]		Level of participation; number of interventions during Assembly; strong and topical outcome documents	List of participants, summary records Texts of resolutions, information provided in Members'
7.2.2	Inclusion in delegations of members of parliamentary committees dealing with issues on the Assembly agenda			Composition of delegations; number of interventions in Assembly deliberations	List of participants
7.2.3	Action-oriented outcome of IPU events; measurable follow-up to IPU resolutions			Relevance of IPU outcome documents to subject matter Follow-up and implementation of Assembly recommendations; reports on follow-up action	IPU resolutions, input from Members on follow-up actions
7.2.4	More gender-sensitive parliamentary contributions to debates			More gender-sensitive outcome documents; input from Meeting of Women MPs	Outcome documents

<i>7.3 The IPU achieves coherence and effectiveness in global parliamentary cooperation</i>					
7.3.1	Successful Fourth World Conference of Speakers of Parliament in 2015	291,000		Number of Speakers of Parliament attending; agenda of Speakers' Conference and submission to the United Nations	List of participants and Outcome Document; final Declaration of the UN Summit
7.3.2	Stronger cooperation between the IPU and other parliamentary organizations			Number of regional and other parliamentary organizations attending IPU events; number of parliamentary bodies using IPU resolutions and reports in their work; number of joint events organized	List of participants, report of joint meeting with regional and other parliamentary organizations during one IPU Assembly
7.3.3	Greater input by geopolitical groups to IPU policy			Number of geopolitical group meetings held Joint meeting with Standing Committee Bureaux Breakdown by gender and age of candidates submitted by geopolitical groups	Schedule of geopolitical group meetings Candidatures for Standing Committees and other IPU bodies Participation by MPs in IPU activities beyond Assemblies
<i>7.4 The IPU implements structural reforms; more Members improve follow-up of IPU resolutions</i>					
7.4.1	More focused and action-oriented Assembly resolutions			Number of Member parliaments that take up Assembly resolutions at the national level	Annual reports, resolutions adopted
7.4.2	More effective and visible work conducted by Bureaux of Standing Committees			Number of meetings; attendance of Bureau members	Decisions and recommendations emerging from the Bureaux and brought before Committees
7.4.3	Better informed participation by Members in the work of the IPU, the Assembly and its Standing Committees	5,000		Annual Information Seminar on the IPU; number of Secretaries attending the Seminar	List of participants, work programme
7.4.4	Better coordination among Standing Committees and geopolitical groups			Substantive joint session of Chairs of geopolitical groups and Standing Committees at the start of each Assembly	Decisions and recommendations emerging from the joint session
7.4.5	Planning and implementation of more comprehensive programmes of work by the four Standing Committees			Standing Committee substantive sessions to review activities, exchange good practices and assess follow-up action by Members	Work plans taken up by Standing Committees, input from Members on follow-up of resolutions
7.4.6	Standing Committee Bureaux undertake field missions, prepare and submit reports, and report on good practices and progress in implementing IPU resolutions	40,000		Number of meetings; attendance of Bureaux members; field missions organized	Reports of field missions and other activities
7.4.7	Consolidated and smooth functioning of the Forum of Young Parliamentarians			Two annual meetings of the Forum; number of young MPs attending IPU Assemblies and holding IPU offices	Forum reports, input submitted to other IPU bodies, list of participants
7.4.8	Better reporting by Members			Number of annual reports received; number of recommendations followed up by Members	Statistics, annual reports
7.4.9	Productive review by Standing Committees of implementation status			Meetings of Standing Committees dedicated to implementation review	Standing Committee reports

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<b>8.Enhanced IPU visibility</b>		814,800			
<i>8.1 The IPU website is a modern, dynamic, informative resource on parliaments and democracy that helps position IPU</i>					
8.1.1	Management of online data about IPU activities and membership is streamlined		Capital Budget	IPU data is centrally managed for use on the IPU website	<a href="http://www.ipu.org/web">www.ipu.org/web</a>
8.1.2	Website content management system built		Capital Budget	The new content management system is used to manage website content	<a href="http://www.cms.ipu.org">www.cms.ipu.org</a>
8.1.3	Compatible online registration system for all IPU events created		Capital Budget	Participants at IPU events will be able to register online instead of using fax, e-mails.	<a href="http://www.ipu.org">www.ipu.org</a>
8.1.4	Graphical look including colours, images and layout is defined		Capital Budget	Graphic design of the new IPU website is completed	<a href="http://www.ipu.org">www.ipu.org</a>
8.1.5	Creation of new content for website completed		Capital Budget	New material or tools to inform and engage website visitors finalized	<a href="http://www.ipu.org/web">www.ipu.org/web</a>
8.1.6	Programming for website is fine-tuned		Capital Budget	New material or tools to inform and engage website visitors finalized	<a href="http://www.ipu.org/web">www.ipu.org/web</a>
8.1.7	Existing content onto new website is migrated		Capital Budget	New website displays comprehensive and historical information about IPU	<a href="http://www.ipu.org">www.ipu.org</a>
8.1.8	E-mail contact databases are migrated to new service mailchimp and integrated with ipu.org.		Capital Budget	Users will be able to subscribe online to IPU events and products and update profiles	mailchimp.
8.1.9	External hosting of the new ipu.org is put in place		10,000	Robust, reliable external hosting for all IPU online services with an uptime of 99.9%	Qualitative user experience and uptime monitoring service "pingdom.com"
8.1.10	Support services for new ipu.org are organized to ensure website keeps functioning		24,000	Technical support, security patches and upgrades, smooth running of IPU.org, user experience and feedback	Drupal automated status checks, contract with external company providing support services
8.1.11	ipu.org is enhanced through additional web and development		15,000	Enhancements to new ipu.org and databases following launch and user feedback	<a href="http://www.ipu.org">www.ipu.org</a>
8.1.12	Training on new content management system is carried out		5,000	IPU admin(s) can manage the new CMS and suggest enhancements	Reports of lessons learned following conference attendance
8.1.13	A modern client relationship management system is put in place to centralize IPU contacts		3,000	Phase I of CRM: IPU contacts are migrated into one system for easy management, updating and sharing	CRM system



<i>8.2 Create useful and useable information products</i>				
8.2.1	Bi-monthly e-bulletins on IPU and its work are produced in English, French and Spanish	10,000		Number of e-bulletins and individual stories on e-bulletins in the three languages distributed on time every two weeks IPU Communications Division, mailpro, <a href="http://www.ipu.org">www.ipu.org</a>
8.2.2	Members and other target audiences are informed of IPU's work and finances during 2014	25,000		2015 Annual Report produced in English, French and Spanish <a href="http://www.ipu.org">www.ipu.org</a> , IPU publications
8.2.3	IPU work is documented audio-visually	5,000		Video footage is provided for broadcasters and available for IPU corporate tools <a href="http://www.ipu.org">www.ipu.org</a> and IPU communications
8.2.4	IPU website and publications are dynamic and visually attractive through the use of appropriate photographic images	15,000		IPU website and publications have appropriate images to illustrate content <a href="http://www.ipu.org">www.ipu.org</a> and IPU publications
8.2.5	IPU's visual identity is built on and visibility is increased through use of corporate communication materials	10,000		No. of IPU banners, roll-ups, flags, caps, T-shirts, etc. are printed IPU Headquarters, IPU events
<i>8.3 The IPU refocuses its communications policy on leading global media and targeted outreach</i>				
8.3.1	There is increased awareness and visibility of IPU among Spanish and Arabic-speaking media	10,000		No. of media stories produced and distributed to Spanish Arabic media globally IPU communications, mailpro, online media monitoring
8.3.2	Outreach to media and other stakeholders through distribution of communication materials has increased	5,000		e-mail distribution lists grow Mailpro
8.3.4	Media coverage to gauge outreach efforts is tracked	6,000		IPU mentioned in news stories globally Online media monitoring
8.3.5	Media are engaged on priority strategic issues and events	10,000		IPU visibility in national and international media Media monitoring, IPU media contacts list

INTER-PARLIAMENTARY UNION: 2015 SUMMARIZED LOGFRAME					
OUTPUTS		BUDGET		Objectively Verifiable Indicators (OVI) for Impact	Means of Verification (MoV)
		Core	Voluntary		
<i>9. Improving operational management, governance and internal oversight</i>		764,100			
<i>9.1 The IPU strengthens its internal governance and oversight</i>					
9.1.1	An effective Executive Committee	28,600		The Executive Committee carries out its business during the two ordinary sessions in 2015; improved institutional memory	Executive Committee summary records and Assembly Results, documentation
9.1.2	An effective Sub-Committee on Finance	22,000		Two Sub-Committee meetings held by October 2015 plus four teleconference meetings during 2015; communications and reports to Sub-Committee	Executive Committee summary records and Assembly Results, reports to/from Sub-Committee
9.1.3	An IPU resource mobilization strategy			Resource mobilization strategy on the website New funding opportunities identified and pursued	Volume of funding received from external sources
<i>9.2 The IPU upgrades its management systems and procedures and implements a results-based management system</i>					
9.2.1	IPU logframe for 2015			Logframe is maintained throughout 2015; mid-year review by August 2015	Revised logframe, documented review process
9.2.2	Efficient budgeting and financial reporting systems	25,000		New financial reports available to all Secretariat managers; remote access for Secretariat Finance staff NYO has direct link to financial systems	External audit, user satisfaction
9.2.3	Compliance with staff evaluation system			All staff have completed evaluation process by December 2015; percentage of staff evaluated: 100%	Documented and signed off evaluations, performance evaluation reports
9.2.4	Targeted staff training			All staff have identified training needs by June 2015 Percentage of training delivered vs. target by December 2015	Documentation, performance evaluation reports
<i>9.3 The IPU systematically mainstreams gender throughout the Organization</i>					
9.3.1	Policy guidelines on gender mainstreaming	5,000		Guidelines are implemented during 2015	Documentation, results Training reports
<i>9.4 The IPU introduces a rights-based approach to its work.</i>					
9.4.1	Policy guidelines on a rights-based approach	5,000		Guidelines are implemented during 2015	Documentation