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For democracy. For everyone.

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2021 Consolidated Budget

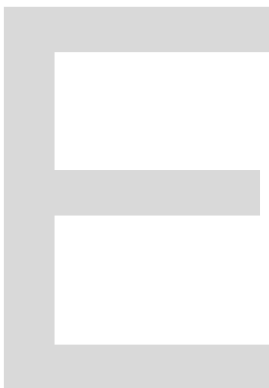
Promoting a robust parliamentary response to crises

The IPU is the global organization of national parliaments. It was founded more than 130 years ago as the first multilateral political organization in the world, encouraging cooperation and dialogue between all nations. Today, the IPU comprises 179 national Member Parliaments and 13 regional parliamentary bodies. It promotes democracy and helps parliaments become stronger, younger, gender-balanced and more diverse. It also defends the human rights of parliamentarians through a dedicated committee made up of MPs from around the world. Twice a year, the IPU convenes over 1,500 parliamentary delegates and partners in a world assembly, bringing a parliamentary dimension to global governance, including the work of the United Nations and the implementation of the 2030 Agenda for Sustainable Development. For the first time in its 130-year history, the IPU was forced to cancel both of its physical assemblies in 2020 in response to the COVID-19 crisis, instead re-inventing the format of its meetings to enable its Members and governing bodies to hold sessions on virtual platforms and allow parliamentary dialogue to take place.

The 2021 consolidated budget is a financial translation of the plan to continue to implement the IPU's Strategy for 2017-2021 during its final year. The budget anticipates gross operating expenditure for the year of CHF 17.78 million. The bulk of the budget is funded by the contributions of Members. These contributions are projected for 2021 at CHF 10.92 million. Voluntary income from a range of donors to carry out programme activities will supplement the regular budget income by an expected CHF 5.04 million, accounting for 28 per cent of the total consolidated budget.

Gender equality is mainstreamed throughout the work and structure of the IPU and is reflected in the budget. The combined budget for all gender-specific activities stands at CHF 1.42 million, i.e. 8 per cent of the total consolidated budget.

The IPU plans to pursue its well-established commitment towards the global effort to tackle climate change. The current COVID-19 pandemic and its consequences make climate even more critical. It will continue to set aside funds each year to offset its carbon footprint and to support the work of parliaments to implement the Paris Agreement and the *Parliamentary action plan on climate change*.



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1. Introduction

1.1 Secretary General's summary

1. Under the plan and budget for 2021, the IPU will continue to implement the final year of its Strategy for 2017–2021. During the year, a new Strategy will be designed and adopted by the IPU's governing bodies. This strategy will no doubt need to reflect the lessons learnt from the COVID-19 pandemic. The programme of work will span democratic governance, gender equality, human rights, peacebuilding, sustainable development and youth empowerment. Emphasis will continue to be placed on results and impact as well as on prudent financial management, especially since the impact of the COVID-19 crisis will cut across all aspects of the work programme. Progress towards all the IPU's strategic objectives will be attained through political dialogue, cooperation and parliamentary action.
2. In light of the COVID-19 crisis and its impact on countries and parliaments in particular, there will be no increase in assessed contributions from 2020 to 2021 and the total amount of assessed contributions will remain well below the level that it was in 2007. After six years of considerable reductions in contributions from 2011 to 2016, achieving a reduction of more than CHF 2 million per annum, the IPU budget began to stabilize from 2017 onwards. The IPU scale of contributions is patterned on the United Nations (UN) scale of assessment, with some mathematical adjustment for the difference in membership, and is automatically adjusted when the UN scale changes (see pages 38–41).
3. The IPU's work in 2021 will inevitably be reflected through a COVID-19 lens. While the programme outputs will continue to be driven by the commitment and demand from parliaments to mobilize around the 2030 Agenda for Sustainable Development (including the Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction and the Paris Agreement on climate change), the IPU will be responsive to demands arising from the impact of the crisis. The IPU will continue to support parliamentarians in implementing these key international agreements and in identifying ways to develop COVID-19 response strategies that are in line with environmental and sustainable development objectives. As parliaments pursue efforts to integrate the SDGs into their work, IPU programmes will help to ensure the capacity to deliver on expectations. Parliaments will need to continue positioning themselves effectively to tackle the challenges of the SDGs, as efforts need to be scaled up if the goals are to be implemented successfully by 2030. Mobilization of resources from a diverse range of partners has enabled the IPU to maintain a stable level of activities while keeping Members' contributions at low levels comparable to those of over a decade ago. The IPU will monitor the results and impact of its work through a more focused and analytical approach to results-based management.
4. If circumstances permit, the first Assembly of 2021 will be held in Geneva and the second hosted in Rwanda. The two statutory Assemblies are planned to be held as physical meetings as usual, along with the regular meetings of the Governing Council, the Executive Committee and other statutory bodies and committees. Investment in new technologies and services will enable virtual sessions to be held if needed. The second part of the Fifth World Conference of Speakers of Parliament is also being planned as a physical event in Vienna in 2021, following a virtual event in August 2020. The IPU's programme objectives will be undertaken, including some reallocation of expenditure to the voluntary budget in certain programme areas during 2021. The Secretariat continues to seek cost savings across all divisions and work areas and to maintain a strict control environment for regulating all expenditure.
5. During the past two years, activities from the President's vision for the IPU have been funded through the budget. In 2021, several of these activities are to be mainstreamed into the relevant objectives. The Assemblies will be used as platforms for some items, including coordination with parliamentary organizations. Core funding in 2021 has been provisionally budgeted for implementing standards on transparency and accountability (Enabler 1 / CHF 15,000), and for an allocation towards a P20 meeting, if required in 2021 (Objective 8 / CHF 25,000). A sum of CHF 50,000 has been set aside to bolster the IPU's communications capacity (Enabler 2) and a further CHF 50,000 is available for the extension of the capacity-building programme (Objective 1).

6. The IPU website and social media presence are central to the Communications Strategy. Funds must be allocated each year to maintain and update the content of the website, to keep it dynamic and relevant, and to attract new interest in the IPU through social media. Funds are included for this purpose in the budget for visibility and communications and capital projects. The IPU's open data platform and its publications, including follow up on the Global Parliamentary Report, will also strengthen the Organization's profile, and support its fundraising efforts.
7. Gender and human rights are both mainstreamed through the IPU's Strategy for 2017–2021. To improve the functioning and effectiveness of the IPU, the gender mainstreaming policy will continue to be applied to all aspects of the IPU's work. This involves implementing its action plan, training staff and developing mechanisms and tools to ensure that a gender perspective is central to all activities. The IPU is also applying a rights-based approach throughout its work and is ensuring cohesion between this approach and gender mainstreaming.
8. Voluntary funding for the IPU programmes in 2021 is projected to remain around the same level as the previous year. Existing funding from a broad range of partnerships, including the major multiyear grants from the Swedish International Development Cooperation Agency (Sida) and the National People's Congress of the People's Republic of China, will be supplemented by new agreements with parliaments and donor agencies from the European Union, Canada, China, Qatar and the United Arab Emirates among others. The IPU's programmatic links with the United Nations remain strong in areas including health, gender and peacebuilding, as well as through the IPU/United Nations partnership to help parliaments contribute effectively to global efforts to combat terrorism and violent extremism. Countering terrorism continues to be a primary concern for the global parliamentary community, and IPU resolutions demand that the IPU should coordinate with the United Nations, and that its Members should play their role in peacebuilding and the implementation of counter-terrorism resolutions and strategies.
9. The grant agreement signed in 2019 with Sida runs until December 2021. Under this long-term partnership with the IPU, Sida continues to support the implementation of the IPU Strategy across its objectives, particularly in the fields of democracy and development. The IPU has secured a new multi-year grant from the National People's Congress to continue to support parliaments in the implementation of the SDGs. New sources of external multiyear funding support are also under discussion with the parliaments of Qatar and the United Arab Emirates as well as the Department of Foreign Affairs, Trade and Development of Canada and Irish Aid.
10. Other partnership initiatives are under discussion although the full outcome of those proposals will remain unknown by the time the 2021 budget is approved. In preparing this budget we have only included those resources that are already quantifiable and committed or where there is a strong likelihood of their materializing. In any event, no funds will be spent or committed until donations are formally approved by a signed agreement. If the IPU is successful in mobilizing additional funds for more activities, the Secretariat will of course be responsive in notifying the Sub-Committee on Finance and Executive Committee and deploying the additional resources.
11. The balance of the Working Capital Fund (WCF) was CHF 9.3 million as at year end 2019, of which CHF 6.9 million represented available/liquid funds and the balance represented IPSAS accounting adjustments, which cannot be realized in cash. The liquid portion of the WCF currently stands at 85 per cent of the target level set by the Executive Committee in 2006 (albeit at a time when external voluntary funding was a small fraction of its present level).
12. In 2012, IPSAS compliance increased the asset value of the Headquarters building, which in turn directly increased the WCF. In 2013, implementation of an 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. The Governing Council has historically opted to cover these accounting entries from reserves in order to avoid reducing the IPU's budgeted activities. As decided by the Governing Council for the 2014–2020 budgets, it is once again proposed for 2021 and beyond that the incremental annual depreciation charges for 2021 on the building (CHF 60,000), the FIPOI loan (CHF 60,000) and the capitalized website development (CHF 110,000) be authorized to be covered using the WCF.

13. Following the discussions of the Executive Committee and its Sub-Committee on Finance during their recent sessions, it is proposed that the 2021 budget be balanced by using up to CHF 372,000 of the liquid WCF, comprising CHF 140,000 for the elements mainstreamed from the President's vision, CHF 82,000 for support to Rwanda in hosting the second Assembly and CHF 170,000 from savings made in 2020. As in previous years, this offset will only be applied if needed at the end of the budget period.
14. Although activities and Members' assessed contributions are forecast to remain stable, careful efforts will be needed to manage the 2021 regular budget and the voluntary budget for that matter, keeping operational costs to a minimum while including the additional expenditure required for a complete programme of work and support to key priorities. Sourcing a reliable flow of voluntary income and appropriate partnership opportunities also requires continual management efforts along with a careful appraisal of the potential risks to the IPU's independence and ability to deliver the strategic objectives defined by its Members. The Secretariat will persist in its successful efforts to seek new Members. Among other benefits, their contributions will assist in sharing the financial burden with current Members. As the Strategy for 2017–2021 draws to conclusion, the process of designing a new Strategy for the next five years will revitalize the IPU's commitment to a world where every voice counts and where democracy and parliaments are at the service of the people for peace and development, whatever new threats and challenges they may face.
15. The COVID-19 pandemic is a generation-defining crisis, the impact of which will be felt for years to come. The IPU will need to act with dynamism, imagination and flexibility in the coming year to support Member Parliaments, to respond to new demands and to ensure that inter-parliamentary dialogue and cooperation can continue, whether physically or virtually. Emphasis will be on stepping up and consolidating ongoing work streams with innovative delivery modalities that use newly available technologies. A coherent transparency strategy will also be implemented in 2021. It will not only open the Organization further but will also promote greater accountability and therefore more trust through more efficient management of resources. The IPU will continue to position itself as an organization that espouses the values inherent in democracy and multilateralism, including openness, transparency, accessibility and accountability.

1.2 Sub-Committee on Finance

16. As usual, the Sub-Committee on Finance of the Executive Committee has been engaged through the entire process of budget preparation, advising the Secretary General and providing guidance and oversight. During the course of several remote meetings, the Sub-Committee framed the budget in broad terms and provided guidance on specific elements to be integrated into the text. It has reviewed the full draft document prior to its circulation to the IPU membership, ensuring scrutiny and quality control ahead of subsequent review by the Executive Committee and Governing Council. The Sub-Committee on Finance has stressed that the 2021 budget should send a clear signal to encourage more Member Parliaments to step up their engagement for multilateralism, democracy and human rights in an efficient, modern and flexible manner. The IPU is the international organization for parliamentarism, built on active and strong Member Parliaments, and this budget is the tool to realize the Organization's ambitions.

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

	2020 Approved Budget	2021 Approved Budget		
		Regular Budget	Other Sources	All Funds
REVENUES				
Assessed contributions	10,959,200	10,920,800		10,920,800
Working Capital Fund (IPSAS)	230,000	230,000		230,000
Working Capital Fund (liquid)	222,000	392,000		392,000
Staff assessment	1,205,800	1,085,500		1,085,500
Interest	100,000	100,000		100,000
Programme support costs	0	372,900	(372,900)	0
Other revenue	16,000	16,000		16,000
Voluntary contributions	5,065,000		5,037,200	5,037,200
TOTAL REVENUES	17,798,000	13,117,200	4,664,300	17,781,500
EXPENDITURES				
Strategic Objectives				
1. Build strong, democratic parliaments	2,333,100	1,419,800	1,148,600	2,568,400
2. Advance gender equality and respect for women's rights	1,344,000	525,500	890,300	1,415,800
3. Protect and promote human rights	1,602,400	1,034,900	566,100	1,601,000
4. Contribute to peacebuilding, conflict prevention and security	1,445,100	199,300	1,030,800	1,230,100
5. Promote inter-parliamentary dialogue and cooperation	3,849,700	3,733,900		3,733,900
6. Promote youth empowerment	351,600	85,600	387,900	473,500
7. Mobilize parliaments around the global development agenda	1,315,300	194,700	991,900	1,186,600
8. Bridge the democracy gap in international relations	955,300	923,500		923,500
Subtotal	13,196,500	8,117,200	5,015,600	13,132,800
Enablers				
Effective internal governance and oversight	1,028,100	1,030,400	21,600	1,052,000
Visibility, advocacy and communications	1,052,000	1,056,400		1,056,400
Gender mainstreaming and a rights-based approach	10,000	10,000		10,000
A properly resourced and efficient Secretariat	2,779,000	2,795,600		2,795,600
Subtotal	4,869,100	4,892,400	21,600	4,914,000
Other charges	107,600	107,600		107,600
Eliminations	(375,200)		(372,900)	(372,900)
TOTAL EXPENDITURES	17,798,000	13,117,200	4,664,300	17,781,500

1.3 Medium-term outlook

17. COVID-19 has triggered a global crisis like no other – a global health crisis that, in addition to an enormous human toll, is leading to the deepest global recession since the Second World War. For the first time, all regions are projected to experience negative growth in 2020. There are, however, substantial differences across individual economies that reflect: the evolution of the pandemic and the effectiveness of containment strategies; variation in economic structure (for example, dependence on severely affected sectors such as tourism and oil); reliance on external financial flows, including remittances; and pre-crisis growth trends. Global growth is projected at minus 4.9 per cent in 2020.
18. Synchronized and deep downturns are foreseen for 2020 in the major economies. In 2021, the advanced economy growth rate is projected to strengthen to 4.8 per cent. This would leave 2021 GDP for the advanced economies overall at about 4 per cent below their 2019 level. In Latin America and the Caribbean, the regional economy is projected to contract by minus 7.2 per cent in 2020, recovering to 2.8 per cent in 2021. However, the near-term outlook is subject to significant downside risks. Economic activity in the Middle East and North Africa is expected to contract by more than 4 per cent in 2020 as consumption, exports and services

activity such as tourism are severely disrupted by the pandemic. Regional growth is expected to resume in 2021 as the impact of the pandemic subsides and investment improves. Across the South Asia region, where the pandemic has sharply weakened consumption and manufacturing activity, and has damaged tourism and other services industries, the deterioration in domestic conditions is expected to result in an output contraction of 2.7 per cent in 2020. Growth in 2021 is projected to rebound to around 3 per cent after the effects of the pandemic fade and global headwinds taper. Regional growth in the East Asia and Pacific is projected to slow sharply in 2020 to 0.5 per cent, the lowest rate since 1967. This reflects the impact of pandemic-related lockdowns, tighter financing conditions and a deep contraction in exports. Regional growth is expected to rebound to 6.6 per cent in 2021 as the pandemic subsides, global import demand recovers and capital flows to the region normalize. The sub-Saharan Africa region is expected to contract by 2.8 per cent this year – the sharpest contraction on record, and 5.8 percentage points weaker than previous forecasts. Growth in the region is expected to rebound to 3.1 per cent in 2021, although the outlook is subject to substantial uncertainty.

19. The Federal Council of Switzerland anticipates a deficit of approximately CHF 1 billion in 2021, to be offset by the countercyclical debt brake requirements that will have a corrective effect in the budget year. Adjusted for cyclical factors, the 2021 budget thus shows a structural surplus of CHF 2.2 billion. Expenditure will increase by 2.0 per cent in 2021, especially expenditure in connection with the COVID-19 pandemic. A total of CHF 1.6 billion has been budgeted for 2021, which includes financing for COVID-19 tests. Further expenditure can be expected, such as for COVID-related public transport measures, and it is estimated that coronavirus debt will eventually reach CHF 20–35 billion. As a traditional safe haven currency, the Swiss Franc has rallied more than 5 per cent in 2020 against the US dollar, pound sterling and the commodity currencies. Many trade-weighted measures show the Swiss currency nearing valuation levels that are historically consistent with significant Swiss National Bank intervention in the currency market.
20. Between 2011 and 2016, the IPU reduced its annual assessed contributions by over 17 per cent, representing CHF 7.5 million in cumulative savings for IPU Members, and bringing the rates of their contributions back to pre-millennium levels. By holding assessed contributions stable this year, the total amount of contributions remains below its 2007 level. Additional income will come from any new Members joining the Organization or in response to needs identified by the Governing Council. Voluntary income for 2021 is budgeted at 28 per cent of the consolidated budget. If further voluntary income is raised, the services and programmes under the relevant Strategic Objectives will be expanded. Meanwhile a conservative outlook has been taken on revenues from interest and investments in 2021, until the economic impact of the coronavirus crisis becomes clearer.

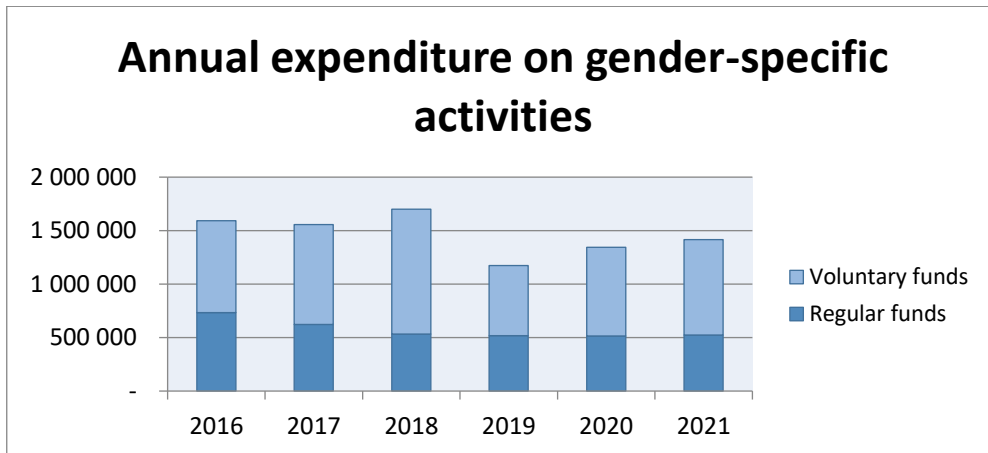
1.4 Environmental impact

21. As part of the IPU's commitment to contribute to the global efforts to tackle climate change, the Organization calculates its greenhouse gas emissions in order to track progress and identify priority areas for action. Official travel is a necessary component of IPU work. Although greatly reduced during the pandemic, emissions from travel continue to be monitored and offset in full. The IPU stands out as an international organization that has been systematically offsetting all of its carbon dioxide emissions for many years.
22. The IPU has taken steps to reduce emissions from local transportation. The Organization also 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. It systematically uses its printers/photocopiers to make double-sided printouts, recycles paper and cardboard and restricts the amount of documents that are printed through its PaperSmart initiative. The Organization has been presented with an environmental certificate from PET-Recycling Schweiz for recycling all of its PET waste, thereby saving the related impacts on the environment in terms of greenhouse gases and fuel.
23. This budget includes a provision of CHF 29,600 to offset carbon emissions from regular activities in 2021. The provision offsets the IPU's carbon emissions by paying for activities aimed at reducing the impact of climate change.

- 24. For 2021, the Governing Council is requested to appropriate funds from the reserve for offsetting carbon emissions to pay for climate change activities undertaken by the IPU, supplementing any funds it expects to receive from voluntary sources for climate change activities. At present, the reserve of funds that had been set aside and accumulated from previous years is being fully expended on parliamentary involvement in climate change activities each year and is replenished annually through the above provision.
- 25. Plans for additional work on climate change are set out under Strategic Objective 7 of the IPU Strategy 2017–2021. The anticipated allocation of extrabudgetary funds would allow the IPU to work with key scientific and policy institutions so as to enhance knowledge and capacities in parliaments so that they can more robustly engage in the topic of climate change through legislation, representation and oversight. More concretely, the IPU’s actions would build parliaments’ capacities to formulate and review appropriate legislation, particularly with respect to transforming the Paris Agreement into national legislation. Additionally, the IPU will support parliamentarians in ensuring COVID-19 recovery plans contribute to national and international environmental goals, particularly those related to climate change action and disaster risk reduction. Furthermore, by focusing on MPs’ representation and outreach functions, the IPU would continue to provide platforms for dialogue between parliamentarians and key stakeholders at international forums and specifically the annual UN Framework Convention on Climate Change (UNFCCC) negotiations.

1.5 Gender analysis

- 26. The IPU will maintain the long-term focus and high profile of its gender-specific programming, as it works to promote and support the participation of women in politics, to protect and promote women’s rights in general and to support the empowerment of women. This work is captured and reported under the IPU’s Strategic Objective 2.
- 27. Voluntary funding for gender partnership/equality activities is expected to increase in 2021, with new grants anticipated from donors including Global Affairs Canada, Qatar and the United Arab Emirates. As and when additional funds are secured, they will be programmed in 2021.
- 28. Together, the estimates of combined regular budget resources and voluntary funding for gender-specific activities represent 8 per cent of the total consolidated budget.



2. Income

2.1 Assessed contributions

29. The bulk of the IPU's income budget derives from its Members' assessed contributions. In 2021, there will be no increase in the level of Members' assessed contributions. Up until 2011, contributions grew at an average of 3 per cent annually in order to absorb inflationary increases and provide for adequate maintenance and reserves. Since then, the IPU underwent a series of substantial cuts in Members' contributions due to the internal budget restrictions of many Members. Total assessed contributions were reduced by over CHF 2 million per annum coupled with a steady increase in the number of IPU Members from 150 to 179 during the period 2006-2020, which further relieved the burden on existing Members. In real terms, this brought the IPU's regular income down to levels that were last seen at the turn of the century. In 2021, the total amount of assessed contributions will still remain well below its level in 2007. Any additional income will come from new Members joining the Organization or in response to needs identified by the Governing Council.

YEAR	ACTUAL CONTRIBUTIONS ASSESSED*	CHANGE OVER PRIOR YEAR
2007	CHF 11,060,266	4.9%
2008	CHF 11,354,900	2.7%
2009	CHF 11,756,000	3.5%
2010	CHF 12,046,100	2.5%
2011	CHF 12,202,390	1.3%
2012	CHF 10,939,900	-10.0%
2013	CHF 10,950,800	0%
2014	CHF 10,952,900	0%
2015	CHF 10,601,676	-3.2%
2016	CHF 10,056,000	-5.1%
2017	CHF 10,238,600	1.5%
2018	CHF 10,443,400	2.0%
2019	CHF 10,515,200	0%
2020	CHF 10,959,200	4.1%
2021	CHF 10,920,800	0%

**IPU membership grew from 150 to 179 Members during the period 2006–2020*

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 scale presented with this budget reflects the current published UN scale for 2019–2021.

2.2 Staff assessment and other revenues

31. As international civil servants, IPU staff members pay a staff assessment or internal income tax to the IPU. The staff assessment rate is established by the International Civil Service Commission. This internal taxation system will generate gross returns of CHF 1,085,500 in 2021 to the benefit of all Member Parliaments. To prevent double taxation, the Organization is obliged to refund the portion of the staff assessment which is related to the national income tax levied on staff members from France and Canada.
32. The supplementary revenues from administration fees, room rentals, souvenir sales and other related sources are expected to amount to CHF 16,000 in 2021. Interest and investment revenues are estimated at CHF 100,000, although they are difficult to forecast in an uncertain financial environment resulting from the COVID-19 crisis.

2.3 Voluntary contributions

33. Resource mobilization is estimated to generate voluntary contributions amounting to 28 per cent of the total consolidated budget for 2021 (CHF 5.04 million). Renewed funding from several parliaments and donor agencies is at an advanced stage of agreement, including from the European Union, Canada, Qatar and the United Arab Emirates among others. New multi-year funding has been secured from the National People's Congress of China to the tune of CHF 1.5 million to support IPU work in the implementation of the SDGs. New contracts from these sources will be channelled into support across a range of programme areas, particularly gender equality, capacity-building to parliaments in developing countries, sustainable development and peacebuilding. Funds have already been contributed by a number of parliaments, including those of Bangladesh, Benin and China, as support to the joint programme between the IPU, the United Nations Office on Drugs and Crime (UNODC) and the United Nations Office of Counter-Terrorism (UNOCT) spanning 2018–2022 to counter terrorism and violent extremism. The work is expected to expand as new income streams emerge. When a pledge of CHF 400,000 from the Parliament of Equatorial Guinea materializes, it will be used for work towards the 2030 Agenda for Sustainable Development, as well as in the area of youth empowerment.

34. The 2019–2021 funding agreement with Sida continues Sweden’s commitment to multiyear grants to support the work of the IPU, particularly in the fields of democracy and development. The IPU continues to generate interest from a range of potential new donors. New sources of funding will be instrumental in enabling the IPU to contribute effectively to the 2030 Agenda for Sustainable Development in the coming years. The Shura Council of Qatar is proposing to provide substantial financial support for a range of activities across several of the IPU’s Strategic Objectives, and details of a new multiyear agreement are currently under discussion. As always, the Executive Committee will be kept informed of any resources mobilized after the 2021 budget has been approved.
35. The IPU will continue in 2021 to collaborate with the UN family including the UN Development Programme (UNDP) on a range of country-based programmes. Under the trilateral IPU-UNODC-UNOCT agreement, the partners will work jointly to implement the programme on countering terrorism and violent extremism. Renewals of grants are expected from the World Health Organization and the Partnership for Maternal, Newborn and Child Health for additional funding and partnership activities. The IPU and UN Women will continue to collaborate on projects at country level, and efforts are being made to mobilize resources for a project initiated with UN Women on fighting discrimination in law. Discussions have been initiated with the US-based Julie Ann Wrigley Foundation, which is already providing some support for gender-related research.

3. Expenditures

3.1 Strategic Objectives

Objective 1 – Build strong, democratic parliaments

Overall Objective

To contribute to building strong democratic parliaments, empowering them to carry out their institutional mandates to better meet the aspirations of the people.

Issues and Challenges in 2021

The COVID-19 pandemic is changing our societies and economies in ways that are not yet fully known. Now more than ever, the work of strong democratic parliaments is essential for democracy, and this principle continues to lie at the heart of IPU efforts. The core legislative, oversight and representative functions of parliament are indispensable to the quality of a country's overall governance, especially in response to the pandemic.

There is a growing realization within parliaments and the IPU about the need to be resilient and ready to work in different ways. Since the pandemic began, many of the IPU's activities have had to be done remotely. Regardless of whether the pandemic subsides in 2021, we expect to continue to develop and use virtual working methods that enhance the quality and reach of IPU publications, capacity-building, seminars and meetings.

The IPU will continue its traditional support to enhance the institutional capacity of national parliaments. IPU activities provide for an integrated approach to strengthening these functions: from research and the development of standards, guidelines and tools, to concrete application in national contexts, including through the enhancement of information communication technologies (ICT). ICT has become increasingly critical for parliaments as they seek innovative ways of functioning in the midst of the COVID-19 health crisis. The improvement of core parliamentary functions also directly supports SDG 16, in particular targets 16.6 and 16.7 that refer to effective institutions and inclusive decision-making. Through its capacity-building, the IPU provides advice, guidance and support to help parliaments build their own capacity to legislate, hold governments to account, strengthen their budget and audit capacity, enhance transparency and combat corruption.

The IPU will continue to develop and promote standards and guidelines for good parliamentary practice. The IPU's standard-setting work is grounded in the experience of parliaments and carried out through a collaborative process, bringing in diverse perspectives from parliaments around the world. IPU standards and guidelines are widely used by parliaments and other actors in the parliamentary community, as well as the IPU's own capacity-building work.

Priorities in 2021 will include: sharing experiences of new parliamentary working methods through the Centre for Innovation in Parliament; the publication of a new Global Parliamentary Report on public engagement in the work of parliament; and the presentation of a set of parliamentary indicators based on SDG targets 16.6 and 16.7.

In 2021 the IPU will also continue to strengthen the promotion and application of the widely-endorsed [Common Principles for Support to Parliaments](#). An essential aspect of the Common Principles is that parliaments should manage their own development agenda, which in turn leads to more effective and sustainable outcomes. *Putting Parliamentary self-development into practice* (2019), a guide to support parliaments in this effort, will continue to be promoted and applied throughout the IPU's work. Efforts to enhance the IPU's results-based management approach in line with the Common Principles will also continue in addition to work focused on results that are adaptive and guided by continuous learning.

Priority will be given to the following areas:

- Providing tailored context-specific capacity-building programmes, including through virtual means, which facilitate self-driven parliamentary development and lead to sustained change and stronger democracies.
- Facilitating parliaments' use of tools designed by the IPU, including the self-assessment toolkits on parliaments and democracy, the SDGs, gender-sensitive parliaments and parliamentary oversight, and the *Plan of action for gender-sensitive parliaments*.

- Continuing implementation of a programming approach that integrates the Common Principles for Support to Parliaments and that also emphasizes: greater monitoring and evaluation; sustainable outcomes; continuous learning; and capturing and repeating effective change.
- Continuing the development and promotion of tools for parliaments and partners to effectively apply the Common Principles, as well as to capture and share experiences and lessons learned. The IPU will also continue to encourage parliaments and partners to endorse the Common Principles, further cementing their value as a worthwhile community-wide tool.

We will aim to improve access for senior parliamentary managers to standards, guidelines and good practice examples by:

- Coordinating the Centre for Innovation in Parliament, supporting its network of parliamentary hubs and developing the Centre's research, networking and capacity-building activities.
- Publishing a new edition of the World e-Parliament Report with baseline data on how parliaments are using technology to support their core business.
- Publishing parliamentary indicators for SDG targets 16.6 (effective, accountable and transparent institutions) and 16.7 (responsive, inclusive, participatory and representative decision-making), in partnership with other organizations.
- Publishing a new edition of the Global Parliamentary Report which will focus on public engagement in the work of parliament, in partnership with UNDP.
- Mobilizing an ever-greater number of parliaments around the International Day of Parliamentarism (30 June) and the International Day of Democracy (15 September) in order to strengthen dialogue between parliaments and citizens.
- Maintaining IPU participation in the international democracy debate, and cooperating with other organizations that support the work of parliaments.

We will further improve access to reference data on the world's parliaments by:

- Maintaining and upgrading the Parline database on national parliaments, including by developing the network of "Parline correspondents" in national parliaments, to ensure that the database is accurate and up to date.
- Providing data to the UN system for SDG indicators 5.5.1 and 16.7.1(a) on the number of women and young people in decision-making positions in parliament.

In line with the Common Principles for Support to Parliaments, the IPU will strive to better serve the interests of parliaments through the enhancement of strong partnerships at all levels. In addition to maintaining strong ties to parliaments themselves, coordination and collaboration with parliamentary support partners, academics and others will continue, ensuring greater access to quality expertise, visibility and active engagement with the latest trends in democratic development.

Key Deliverables

- ✓ At least eight parliaments are provided with tailored and contextual support
- ✓ Use of IPU tools and knowledge products in all support activities
- ✓ 170 endorsements of the Common Principles for Support to Parliaments, and use of self-development guide in support to parliaments
- ✓ Gender equality, youth, human rights and the 2030 development agenda are factored into all activities as appropriate
- ✓ Parline database on national parliaments is updated and developed, network of correspondents is reinforced
- ✓ Centre for Innovation in Parliament work is coordinated
- ✓ World e-Parliament Report is published
- ✓ Global Parliamentary Report is published
- ✓ Parliamentary indicators are published

Gender Mainstreaming

The IPU believes that the participation of men and women in decision-making on an equal footing is at the heart of democratic functioning. It furthermore believes that mainstreaming gender issues in the work of parliaments makes for stronger institutions that deliver on the interests of all people.

The work to build strong democratic parliaments will continue to include research on women’s political participation and to monitor progress and setbacks in that area. New indicators for SDG 16 will be tracked to better monitor women’s participation and the mainstreaming of gender in parliament. All research products will include a gender dimension, will build on a gender analysis of issues and questions raised, and will be tailored to the needs of both men and women. All capacity-building projects will be developed to implement Common Principle 6, which outlines that parliamentary development should be gender-sensitive. Projects will stem from a gender analysis of situations and needs, and will also aim to secure gender equality in terms of involvement in the management and delivery of activities. In so doing, technical assistance will contribute to the promotion of gender equality in and by parliaments.

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

	Regular Budget	Other Sources	All Funds
2019 Final	1,322,200	824,200	2,146,400
2020 Approved	1,350,100	983,000	2,333,100
2021 Approved	1,419,800	1,148,600	2,568,400
• Salaries	1,174,600	186,700	1,361,300
• Services	167,300	822,600	989,900
• Travel	52,400	93,900	146,300
• Material	25,500	45,400	70,900

Objective 2 – Advance gender equality and respect for women’s rights

Overall Objective

To build gender-sensitive parliamentary institutions that apply and promote gender equality.

Issues and Challenges in 2021

Advancing gender equality

The COVID-19 pandemic has shed light on and further exacerbated longstanding gender-based inequalities. It has confirmed their negative impact on the whole of society, and especially women and girls. Gender-based inequalities also exacerbated the impacts of the pandemic for women and girls across every sector from health to the economy.

Before the pandemic, violence against women was already at epidemic proportions in all societies, with 137 women throughout the world killed every day by a member of their own family. These figures have further increased during the pandemic as a result of confined living conditions, economic stress and fear. Bolder action against gender-based violence is needed at all levels, including by crafting strong legislation and policies, ensuring the full funding and implementation of existing law and policy, and furthering awareness-raising and advocacy.

The pandemic has become not only a global public health crisis but also an economic crisis. The economic downturn has affected women disproportionately and increased vulnerabilities. Women and girls feel compounded economic impacts particularly keenly, as they generally earn less, save less, hold insecure jobs or live close to poverty. Women workers are more likely than men to have the lowest paid and least protected jobs, often in the informal sector, and particularly in agriculture, cleaning, catering and domestic work. They are disproportionately excluded from contributory and tax-financed health coverage and from social benefit protections, such as pensions, social insurance, paid sick leave, or parental and care leave. Economic recovery policies should address such vulnerabilities and ensure that socioeconomic rights are fulfilled without any forms of direct or indirect discrimination against women and girls.

As the 25th anniversary year of the Beijing Declaration and Platform for Action, 2020 was intended to be groundbreaking for gender equality. Instead, the spread of the COVID-19 pandemic and its wide negative impacts on women and girls mean that even the limited gains made in past decades are at risk of being rolled back. Before the pandemic, the Beijing +25 review highlighted the need for greater mobilization and concrete improvements in eliminating discrimination in the law, eradicating violence against women and girls, and boosting women’s political participation and economic empowerment.

In 2021, we will focus on supporting parliaments in taking gender-responsive measures in both their immediate response to the pandemic and in longer-term recovery efforts.

We will base our action on three pillars:

1. Support to women’s participation in parliament as an enabler for gender-responsiveness to the pandemic and recovery efforts

- By producing tools and raising awareness, we will mobilize political support to enhance women’s participation and build know-how in doing so.
- We will support legal reforms that set up gender electoral quotas, and assist parliaments’ other efforts to improve the balance between men’s and women’s participation in the legislature.
- We will support parliaments in assessing the gender-sensitivity of their composition, structures and ways of working, and help them transform accordingly.
- We will help women parliamentarians to work together, mobilizing men and reinforcing their capacities and actions, as well as their support to the next generation of women MPs.

2. Support the elimination of discrimination in the law, and the fulfilment of socioeconomic rights for women and girls as an enabler for resilience and recovery efforts

- We will produce and disseminate new tools on gender-responsive legal reforms for parliamentarians.

- We will build political will among men and women MPs to promote gender-responsive legal frameworks.
- We will support parliaments, and their men and women members, in reviewing legislation from a gender perspective and crafting new gender-related legislation, particularly in the fields of employment, social security and unpaid care work.

3. Support parliaments in addressing violence against women and girls (VAWG) – with a particular focus on violence against women in politics – so as to enable the protection of women and girls in the post-COVID-19 world

- We will continue investigating sexism, harassment and violence against women in parliament, and produce additional research on Africa.
- We will not stop shedding light on violence against women in parliament. We will continue to promote parliament-specific solutions and help legislatures to craft internal policies. We will also support women victims through the IPU Committee on the Human Rights of Parliamentarians and facilitate access to independent legal advice for the victims who need it.
- We will support parliaments in legislating, overseeing government action and budgeting against gender-based violence, as well as in raising public awareness and mobilizing popular support to eliminate VAWG, with a particular focus on preventing and responding to sexual violence in armed conflict.

In all these actions, we will adapt our way of working to the current reality of the world:

- In response to the limited possibility of gathering large numbers of men and women parliamentarians, we will work with smaller but influential groups of MPs. This will allow more in-depth support and follow-up. Nationally, we will work more with women's parliamentary caucuses and any parliamentary committees whose mandate includes gender equality. Regionally and internationally, we will work more with women's groups and gender committees in regional inter-parliamentary assemblies, including the Commonwealth Parliamentary Association, African Parliamentary Union, the Parliamentary Assembly of the Council of Europe and others. We will also establish online platforms to connect and inform the members of our structures in charge of promoting and mainstreaming gender equality, particularly the Bureau and Forum of Women Parliamentarians.
- We will increase our capacities and resources for online activities. We will continue mobilizing political will, facilitating peer-to-peer exchanges of knowledge and know-how, and supporting parliamentary action that uses online meeting platforms. We will adapt our publications, training tools and capacity-building activities to enable online delivery.
- We will prioritize medium to long-term projects to ensure results-based actions and facilitated follow-up with parliaments. National projects of this kind are already supporting parliaments, including those of Colombia, Djibouti, Georgia, Serbia, Sierra Leone and the United Republic of Tanzania. We will pursue these national projects, but we also need similar and continuous international projects to replace or back up our global interventions. Annual parliamentary meetings organized as part of the Commission on the Status of Women, meetings of the IPU Forum of Women Parliamentarians, and regional conferences on gender equality and VAWG will be prolonged through additional online events. For example, to mobilize the parliamentary community around gender-responsive recovery policies and strategies, we will set up online parliamentary briefings, followed by e-consultations of MPs to identify next steps for parliaments. This would lead to more specific regional e-deliberations, and finally result in tailored support for national legal reform.
- As we adapt, we will continue improving our own functioning, organization and internal processes to remain a leader and champion of gender equality.
- We will continue working with strategic long-term partners such as UN Women and the Office of the High Commissioner for Human Rights. We will also further other strategic partnerships with specialized economic international organizations such as the International Labour Organization and the World Bank.

Key Deliverables

✓	Publish and disseminate knowledge products on gender equality in decision-making, adapted for online use (at least two publications)
✓	Publish and disseminate a regional study on sexism, harassment and violence against women in African parliaments, adapted for online use
✓	Establish an online networking and information-sharing platform for women parliamentarians who are members of the Bureau or Forum of women parliamentarians
✓	Support actions and capacity-building efforts of women's parliamentary caucuses (support at least two caucuses)
✓	Support parliaments in making gender-sensitive assessments (support at least two parliaments)
✓	Deliver online global parliamentary briefings and consultations to advocate gender-responsive recovery policies and strategies for women's political and economic empowerment (deliver at least one series)
✓	Support gender-related legal reform, oversight and/or budgeting actions by parliaments through raising awareness, capacity-building, legal advice and peer-to-peer exchanges, focusing on women's political participation, VAWG, violence against women in politics, employment, access to social security or unpaid care work (support at least three parliaments)

Gender Mainstreaming

All of the activities in this section aim to enhance women's participation in political processes and mainstream gender equality in parliaments and the IPU. There will be particular emphasis on encouraging men to participate in activities and champion gender equality issues, particularly when related to violence against women. Whenever possible, the Gender Partnership Programme also provides support, input and tools for 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)

	Regular Budget	Other Sources	All Funds
2019 Final	517,900	656,400	1,174,300
2020 Approved	516,100	827,900	1,344,000
2021 Approved	525,500	890,300	1,415,800
• Salaries	421,500	264,000	685,500
• Services	64,000	540,900	604,900
• Travel	9,000	15,400	24,400
• Material	31,000	70,000	101,000

Objective 3 – Protect and promote 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 and humanitarian law.

Issues and Challenges in 2021

The significant number of parliamentarians at risk around the globe bears out the continued relevance of the Committee on the Human Rights of Parliamentarians and its efforts to protect and offer support to MPs in need. In 2021, the IPU will look at new ways, drawing more extensively on available digital tools, to enhance its effectiveness in promoting satisfactory settlements. This should lead to a more streamlined procedure for handling complaints, stronger visibility of the Committee's work (including through social media, the IPU website and new visual tools), and enhanced engagement with the IPU membership at large, other IPU bodies and geopolitical groups. Further action will be taken towards setting up a system to track and report on progress and setbacks in human rights cases, and towards promoting synergies across IPU programmes to offer long-term solutions to underlying causes of violations in individual cases. The Committee will also explore possibilities for enhanced cooperation with other international human rights mechanisms, such as the UN Human Rights Committee, and regional structures.

The IPU will continue to build on its work to enhance parliamentary engagement with the UN Human Rights Council and its Universal Periodic Review, and consolidate IPU cooperation with the Council to ensure that it factors into its deliberations the work of parliaments. In a similar vein, the IPU will involve parliaments more closely in the work of selected UN human rights treaty bodies and establish cooperation with them for this purpose. Increasingly, the IPU will reach out to individual parliaments that are interested in receiving tailored assistance to help implement specific calls for action from the Human Rights Council and the treaty bodies. Where possible and appropriate, this assistance will be in virtual format and will focus in particular on areas in which the IPU has developed expertise and/or committed itself, such as freedom of expression and the protection of migrant rights under the Global Compact for Migration. In addition, and depending on further developments regarding COVID-19, this assistance may also focus on helping parliaments to address the negative human rights repercussions of the pandemic and/or the official response thereto. In doing so, the IPU would also aim to assist parliaments in tackling some of the underlying structural human rights issues which the crisis has revealed.

Through an inclusive consultative process, the IPU will produce in 2021 a self-assessment toolkit for parliaments. It will be designed to help them evaluate how much they are actively using their powers to promote and protect human rights, and to help determine additional steps that parliaments can take to become effective human rights guardians. The creation and strengthening of dedicated parliamentary human rights committees is likely to occupy a prominent place in the toolkit and, more generally, in the IPU's human rights capacity-building assistance to parliaments.

In 2021, the IPU will also collect and disseminate good parliamentary practices in the promotion and protection of human rights, with a particular focus on the initiatives undertaken by parliamentary human rights committees.

The IPU's longstanding engagement on children's rights is based on its strong belief that parliaments can do much to foster respect for the rights of the child. In 2021, the IPU will mostly focus on mobilizing parliaments around eradicating child labour and trafficking.

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 support parliaments' efforts aimed at the dissemination, wider appreciation and enforcement of humanitarian and refugee protection law, including in respect of statelessness and internal displacement. It will provide opportunities for exchange, including virtually, on good practices to ensure implementation of the Global Compact on Refugees and of pledges made by the Organization to the Global Refugee Forum. In that regard, it will place particular emphasis on engaging women and young MPs. It will also provide support to parliaments to take action to end statelessness, including by assisting with the revision of nationality laws that discriminate against

women. The IPU will carry out fact-finding missions in order to keep the global parliamentary community abreast of developments in these various areas.

Decisive progress should be made in 2021 towards designing a practical tool for the IPU Secretariat intended to ensure that human rights considerations are systematically taken into account in the Organization's work. Efforts will be made to integrate this approach with gender mainstreaming and promotion of the Common Principles for Support to Parliaments.

The work under this section will contribute to advancing the implementation of all SDGs and in particular SDG 16 in its reference to the need for peace, justice and strong institutions.

Key Deliverables

- ✓ Three sessions of the Committee on the Human Rights of Parliamentarians, up to five on-site missions and trial observations, and the adoption of and regular follow-up on decisions regarding all priority and new cases before the Committee
- ✓ Final conclusions on the creation of a new system to track progress and setbacks in cases before the Committee
- ✓ Initiatives to promote stronger visibility and parliamentary solidarity in support of the Committee's work
- ✓ International, regional and national capacity-building activities (in-person and virtual) for members of parliamentary human rights committees to enhance their contribution to the implementation of international human rights recommendations
- ✓ Human rights self-assessment toolkit for parliaments
- ✓ Case studies on parliamentary involvement in promoting human rights nationally, including through the implementation of international recommendations
- ✓ Updated information on the existence and functioning of parliamentary human rights committees
- ✓ Two sessions of the Committee to Promote Respect for International Humanitarian Law
- ✓ Awareness-raising panels and seminars on international humanitarian law and refugee protection during IPU Assemblies, in parliaments and online
- ✓ Practical toolkit for the IPU secretariat to facilitate inclusion of a human rights-based approach to the IPU's work

Gender Mainstreaming

As gender is a cross-cutting issue, policies and activities implemented within the Human Rights Programme will be gender-sensitive. They will 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. Special efforts will be made to ensure that the Organization's work to promote a human rights-based approach and gender mainstreaming are mutually reinforcing.

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

	Regular Budget	Other Sources	All Funds
2019 Final	1,035,600	508,500	1,544,100
2020 Approved	1,042,600	559,800	1,602,400
2021 Approved	1,034,900	566,100	1,601,000
• Salaries	847,900	261,900	1,109,800
• Services	44,000	200,900	244,900
• Travel	131,000	74,800	205,800
• Material	12,000	28,500	40,500

Objective 4 – Contribute to peacebuilding, conflict prevention and security

Overall Objective

To facilitate parliaments' effective contribution to the peace and security agenda at the national, regional and international levels, and to promote parliamentary action on implementation of international commitments related to disarmament, security and counter-terrorism.

Issues and Challenges in 2021

Peace and security are in the DNA of the IPU. Since its establishment in 1889, the Organization has been working to promote inter-parliamentary cooperation and the peaceful settlement of disputes, to foster political dialogue and parliamentary diplomacy, and to bring parties together in joint efforts for conflict prevention, reconciliation and peacebuilding. The IPU also supports parliaments in effectively contributing to the implementation of international initiatives and agreements related to peace and security, including disarmament and counter-terrorism, as well as of SDG 16, which calls for peaceful, just and inclusive societies, free from fear, conflict and insecurity.

Dialogue and inclusiveness are crucial to building consensus in countries experiencing conflict or other crises and can help solve some of the world's most intractable conflicts. Parliamentarians can be messengers of peace by promoting tolerance and peaceful coexistence and engaging in parliamentary diplomacy to help defuse tensions, foster dialogue between struggling parties or resolve nascent conflict before it gets out of control. Parliaments should provide a forum to promote national reconciliation and inclusive decision-making processes. These processes can be instrumental in bringing together various parties, including opposition and majority parties, and fostering policies conducive to conflict resolution and post-conflict recovery. In 2021, the IPU will continue promoting and strengthening the role of parliament in peacebuilding at the national, regional and global levels and, upon demand, providing parliaments with support and tools to effectively overcome bottlenecks and obstacles in the way they operate and engage in peace processes and conflict resolution through exchange of views and experiences. Special attention will be paid to parliaments in post-crisis situations.

In recent years, parliaments have had to deal with a number of new security threats, from both State and non-State actors, and the IPU has adopted several resolutions in this regard. In 2021, the IPU will continue implementing its resolutions and promoting the UN Secretary-General's Agenda for Disarmament. In so doing, the IPU will support parliaments to fill the implementation gap in the areas of security sector governance, disarmament, arms control and non-proliferation, including chemical, biological, radiological and nuclear safety/security. This will involve sensitization, capacity-building and practical tools for the development of legislative frameworks, effective oversight and budget allocations, and strong public awareness of human rights obligations.

The IPU should benefit from recent peace initiatives in the Middle East. These can provide an opportunity for the IPU to promote its Projects of Peace, which were designed by the Committee on Middle East Questions to turn elements of conflict such as water scarcity, energy production and unemployment into reasons for coexistence.

The Science for Peace Schools, which were approved at the 137th IPU Assembly in October 2017, are a key component of the Projects of Peace. In 2021 the IPU intends to hold the first session in cooperation with the European Organization for Nuclear Research (CERN). The objective of the IPU Science for Peace Schools is to realize the vision of unity through science for the purpose of peace, through the establishment of parliamentary networks that will serve as platforms for dialogue between parliamentarians. The Schools will serve as a launch pad for the parliamentary networks and as a platform for exchanges of experiences and expertise on science and technology between parliamentarians of different regions. Better understanding of science and technology and how they are produced and run helps to conduct complex projects more effectively, not only from the technical perspective, but also from that of peaceful international cooperation through the use of models developed by the world of science.

In the area of combating terrorism and violent extremism, the IPU has developed robust joint programmes with the relevant UN agencies, including the UN Office on Drugs and Crime (UNODC) and the UN Office of Counter-Terrorism (UNOCT). This includes designing legislative tools that can

be used on a day-to-day basis by parliaments and parliamentarians, producing an interactive map of legislation and relevant parliamentary committees and bodies, and enhancing the role of parliaments in the implementation of relevant international obligations and IPU and UN resolutions.

The IPU will also continue in 2021 to contribute the parliamentary perspective to relevant international meetings and debates on peace, security and related issues. The responsibility and work of parliamentarians in the process of implementing international agreements is essential, especially on security-related issues. It is necessary to generate synergies and partnerships in the preparation of legislation, budgets and accountability projects.

In 2020, the COVID-19 pandemic has been an unprecedented challenge with immediate and radical impacts on relations across the globe. The pandemic has brought about a change in terms of how the IPU envisages its pursuit of a sustainable future while the lockdown and border closure measures of numerous States are having a massive impact on almost all areas of governance. The pandemic highlighted the importance of making knowledge and experience rapidly accessible to decision-makers and of continuing to connect people to enable them to work together and exchange ideas while many were under lockdown and travel was impossible.

In those circumstances, the IPU decided to expand its virtual capacities and to organize webinars, virtual consultations and videoconferences to continue assisting parliaments and develop tools. The virtual setting is indeed different from a face-to-face one, especially when it comes to online participants' engagement, but it nevertheless created opportunities to link people from all corners of the planet and start creating synergies that may have not existed otherwise. In 2021, the IPU will continue working on a virtual basis until travel resumes. Even when travel resumes, the IPU will keep using the opportunities provided by online events to focus on specific areas with specialized and well-identified parliamentarians and experts.

Guided by the needs of parliaments and the need to foster a parliamentary approach to global peace-related debates, the IPU will focus on the following areas:

- Assisting parliaments in establishing inclusive decision-making mechanisms and reinforcing their involvement in conflict prevention and national reconciliation processes.
- Bringing parliamentary perspectives to international peace-related debates by contributing to the yearly Geneva Peace Week and similar events.
- Promoting dialogue between parties through formal forums such as the Committee on Middle East Questions, the Group of Facilitators for Cyprus, and other more informal platforms, and helping parliaments contribute to conflict resolution between States, especially in regions where intractable conflicts exist.
- Deepening work with the United Nations and other partners by mobilizing parliamentary action in support of IPU and UN security-related commitments on arms control, disarmament and non-proliferation, including chemical, biological, radiological and nuclear safety/security, and by ensuring democratic oversight of the security sector.
- Reinforcing and expanding the IPU's work in contributing to global efforts to prevent terrorism and violent extremism by mobilizing and supporting parliamentary action and legislative work.

Key Deliverables

Peace

- ✓ Sessions of the Science for Peace Schools
- ✓ Global parliamentary networks on science and technology and on water to foster cooperation and exchange expertise
- ✓ Steady line of communications with and between countries in the Middle East
- ✓ A visit to the Middle East by the Committee on Middle East Questions
- ✓ Events and tools aimed at facilitating dialogue, inclusive decision-making and parliamentary involvement in conflict prevention and reconciliation
- ✓ Promotion of the role of parliament in peacebuilding and reconciliation in various forums
- ✓ Provision of spaces to raise awareness on prominent peace and security issues and to facilitate exchange of experiences and good legislative and regulatory practices

Security

- ✓ Enhanced cooperation with the United Nations, particularly UNODC and UNOCT
- ✓ First Global Parliamentary Summit on Counter-Terrorism in partnership with the United Nations

- ✓ A web repository of national legislation, policies, legislation standards and good practices on counter-terrorism
- ✓ A global parliamentary network on counter-terrorism to foster cooperation and exchange good practices on counter-terrorism legal frameworks and on measures, strategies, policies and action plans for the prevention of violent extremism, feeding into an interactive map, global database and mobile app to strengthen communications with and between parliamentary committees
- ✓ An annual report bringing together all the developments in the field of counter-terrorism, featuring relevant parliamentary studies
- ✓ Support for members of the High-Level Advisory Group on Countering Terrorism and Violent Extremism and for parliaments in reinforcing their involvement in counter-terrorism strategies through regional capacity-building of parliamentarians in the Eurasia and the Group of Latin America and the Caribbean regions, and national capacity-building sessions for Afghanistan, Egypt, Iraq and Niger
- ✓ Sensitization and capacity-building activities and tools to assist in the development of legislative frameworks, oversight and budget allocations for effective implementation of relevant international treaties and conventions in the areas of disarmament and non-proliferation, as well as the new Agenda for Disarmament
- ✓ Promotion of ratification and universalization of relevant international treaties and conventions
- ✓ Support for effective security governance and oversight of the security sector through specific tools and guidance

Gender Mainstreaming

Prominence will continue to be given to raising awareness of the cross-cutting issue of gender and to involving women in decision-making, particularly in post-conflict countries. Parliaments will be 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. Specific emphasis will be placed on implementing UN Security Council resolution 1325 on women, peace and security, as well as Security Council resolution 2250 on youth, peace and security, the latter of which advocates for greater representation of young men and women in activities to prevent and resolve conflict.

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

	Regular Budget	Other Sources	All Funds
2019 Final	195,500	907,200	1,102,700
2020 Approved	198,700	1,246,400	1,445,100
2021 Approved	199,300	1,030,800	1,230,100
• Salaries	159,300	214,900	374,200
• Services	8,000	537,500	545,500
• Travel	32,000	133,200	165,200
• Material	0	145,200	145,200

Objective 5 – Promote inter-parliamentary dialogue and cooperation

Overall Objective

The IPU is more relevant to its Members and continues its steady progress towards universal membership. Active engagement by parliaments and parliamentarians in IPU statutory meetings, processes and structures. The statutory Assemblies are substantive and meaningful to Members, and more effective follow-up on their outcomes is ensured. Particular attention is paid to political and gender balance, as well as to youth participation at IPU Assemblies. Greater coherence in parliamentary cooperation is facilitated.

Issues and Challenges in 2021

The two statutory Assemblies of the year remain a key component of the IPU's work. The Assemblies, complemented by other IPU activities and events, provide a unique platform for Member Parliaments to come together, exchange views and address issues of particular relevance to parliaments and the broader international community. Delegations are politically diverse, with a growing focus on gender equality and youth participation. The comprehensive political agenda of Assemblies, coupled with the regular meetings of the main IPU bodies and structures, offer participating MPs ample opportunities to actively engage and identify avenues for joint action. In addition to the formal sessions, IPU Assemblies also provide valuable opportunities for bilateral meetings and parliamentary diplomacy. During Assemblies, the governing bodies provide direction to the Organization.

Successful Assemblies require a topical agenda, comprehensive and timely documentation, a format which is conducive to dialogue and interaction, and the participation of high-level special guests and of parliamentarians who regularly deal with the issues under consideration.

No physical Assemblies could be held in 2020 due to the COVID-19 pandemic. As a result, 2021 will be a unique opportunity to resume the IPU Assemblies with renewed vigour and imagination, starting with Geneva in March, and then Kigali in October. This would follow in the footsteps of both the virtual session of the Fifth World Conference of Speakers of Parliament (August 2020) and the in-person component of the Conference in Vienna in 2021, which will help reinforce the relevance of the IPU as the platform for inter-parliamentary dialogue and cooperation.

Following the positive experience of the new format of reporting exercise of recent years, the new rotational reporting system will be pursued with support from the geopolitical groups. The IPU's PaperSmart policy will also be pursued, as will the promotion of the Assembly App, which Members will be more actively encouraged to use as an effective communication and information tool. With the experience of holding virtual meetings in 2020, the statutory bodies will now have greater flexibility to organize their work outside the periods of the physical IPU Assemblies each year.

The IPU Secretariat will step up efforts to ensure regular communication with IPU office holders and the broader membership, both during and between the Assemblies. Efforts will also be made to enhance interaction between the IPU's statutory bodies and the geopolitical groups. Meetings with the groups' Chairs have been an effective tool in this direction and, therefore, will continue to be developed. A regular Speakers' Dialogue on the occasion of IPU Assemblies will also seek to enhance high-level engagement and solidarity.

IPU membership has grown steadily in recent years and will need to continue in the year ahead. The IPU will continue to reach out directly and bring specific activities closer to the parliaments of small island States in the Pacific and Caribbean regions where IPU membership is low. Efforts will continue to be made to work with Members in building support for the IPU among the leadership of the United States Congress. Special attention will also be paid to enhancing regular dialogue and more systematic cooperation with the regional and other parliamentary organizations holding associate member and permanent observer status with the IPU.

In 2021, priority will be given to the following outcomes:

- Substantive documents will be prepared for the two Assemblies in 2021, and for the in-person session of the Fifth World Conference of Speakers of Parliament in Vienna.

- Dialogue and cooperation are to be strengthened with non-member parliaments, especially in the Pacific and Caribbean regions, as well as with the United States Congress, with a view to future IPU membership.
- The working procedures of IPU bodies will continue to be improved to allow more effective participation by parliaments and parliamentarians in the work of the IPU.
- Parliamentary diplomacy initiatives will be encouraged and supported in the context of IPU Assemblies and specialized meetings.
- IPU statutory bodies will, as needed, hold additional meetings in virtual format outside Assembly periods.
- Communication and cooperation with Member Parliaments will be enhanced throughout the year.
- Follow-up and implementation of IPU decisions and recommendations is to be facilitated in cooperation with Members and geopolitical groups.
- Closer ties with regional and other parliamentary organizations are to be developed, including in terms of more joint initiatives, with the aim of building synergies and strengthening efforts in areas of mutual interest.

Key Deliverables

- ✓ Robust outcome of the second part of the Fifth World Conference of Speakers of Parliament
- ✓ Two well attended and successful IPU Assemblies are held in Marrakech (March) and Kigali (October), with a high level of satisfaction by Members
- ✓ At least two new parliaments join the IPU in 2021
- ✓ IPU activities, in particular regional seminars, are held in close cooperation with regional parliamentary organizations
- ✓ Increased promotion and use of the Assembly App and ensuing reduction in the IPU's paper consumption as part of its PaperSmart policy
- ✓ The new periodic reporting mechanism pursued in order to enhance the institutional process of collection of information on national follow-up to IPU resolutions and decisions
- ✓ New modalities to further enhance cooperation with other parliamentary organizations put in place and implemented

Gender Mainstreaming

The Forum of Women Parliamentarians, its Bureau and the Gender Partnership Group work to ensure that women delegates are involved at all levels of the Assembly's business, and that Members continue to meet and surpass the target of 30 per cent women delegates.

The new IPU structural and statutory reforms aim to enhance greater representation by women and young MPs in IPU decision-making bodies, including the IPU Executive Committee. Progress will be monitored on a regular basis. Gender mainstreaming and youth empowerment will continue in a variety of ways, in terms of IPU decisions and outcomes as well as ensuring gender equality and youth representation among IPU office holders.

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

	Regular Budget	Other Sources	All Funds
2019 Final	3,437,600	0	3,437,600
2020 Approved	3,849,700	0	3,849,700
2021 Approved	3,733,900	0	3,733,900
• Salaries	2,907,500	0	2,907,500
• Services	266,900	0	266,900
• Travel	341,000	0	341,000
• Material	218,500	0	218,500

Objective 6 – Promote youth empowerment

Overall Objective

To promote youth participation in politics and empower young parliamentarians.

Issues and Challenges in 2021

Around a quarter of the world's population is between the ages of 15 and 30 (1.8 billion people). Although these young people are diverse, they also have shared needs, such as access to quality education, health care, and employment opportunities and decent jobs. The COVID-19 pandemic has exacerbated vulnerabilities that young people face in employment, disrupted education systems across the world, and diverted youth-focused health services, including reproductive health and rights, to other priority health-care services.

Young people have the highest stake in policymaking on these and all other issues that affect them. They have the right to be at the decision-making table at all times. This right is all the more important during crises that can further divert attention and resources away from their needs and interests, as well as during times of recovery, when there are opportunities to build back better.

In 2021, we will support parliaments and their members in their efforts to protect and promote youth rights and youth empowerment, both in times of crisis and recovery.

Our action will focus on:

(1) empowering young parliamentarians to voice and channel youth needs and interests in parliamentary work, while (2) raising awareness, mobilizing and building the capacities of parliaments and their members of all ages on youth empowerment policies, and (3) continuing to promote youth representation in parliament by rallying political will and providing guidance and advocacy support.

We will adapt our existing strategies and ways of working to the limitations imposed by the pandemic:

- In-person regular meetings of young MPs will be replaced with online meetings;
- National and global training seminars for young MPs will be adapted and delivered online;
- Policy-guidance tools will be made available in user-friendly online formats;
- Advocacy and mobilization efforts will be carried out through an online campaign.

Key Deliverables

- ✓ IPU youth platforms identify policy measures to build back better for youth (Global Conference and Forum of Young Parliamentarians)
- ✓ An online campaign for youth participation rallies changemakers in parliament, and 250 MPs pledge to take action to enhance youth participation
- ✓ Awareness-raising activities on youth participation that target leaders and policymakers are organized in parliaments (at least 10 activities)
- ✓ Support for national activities, including capacity-building seminars, skills-building programmes and advice on reforming the national legal framework (activities in at least three parliaments)
- ✓ Support for the establishment, functioning and work of parliamentary caucuses of young MPs (support in at least two countries)
- ✓ Young MPs contribute to international deliberations
- ✓ The integration of a youth perspective in the Organization's work is promoted through regular youth overview reports of IPU resolutions at Assemblies, youth contribution at the 2021 Speakers' Conference, and programme work such as the forthcoming Global Parliamentary Report

Gender Mainstreaming

The IPU includes a gender perspective in all its work related to youth participation and empowerment. All data on youth representation in parliament is sex disaggregated. All of the policy guidance on strategies and measures to enhance youth participation puts specific emphasis on young women’s political participation, as young women face double discrimination based on age and sex. All international, regional and national activities will strive for the balanced participation of young men and women parliamentarians. All such activities will also systematically include a gender perspective in their conceptualization, implementation and outcomes.

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

	Regular Budget	Other Sources	All Funds
2019 Final	79,600	265,100	344,700
2020 Approved	84,500	267,100	351,600
2021 Approved	85,600	387,900	473,500
• Salaries	65,600	93,000	158,600
• Services	20,000	241,700	261,700
• Travel	0	5,400	5,400
• Material	0	47,800	47,800

Objective 7 – Mobilize parliaments around the global development agenda

Overall Objective

To promote parliamentary action on the SDGs and assist parliaments in ensuring national ownership of development policies and programmes in a few targeted areas.

Issues and Challenges in 2021

Amid the COVID-19 pandemic, the SDGs are even more relevant than ever before. The world is faced with common, global challenges that can only be solved through common, global solutions, which the SDG framework readily offers. In 2021, as the world enters the Decade of Action on the SDGs, the IPU will actively advocate for parliaments to continue to focus on the SDGs. The IPU will also help to seek solutions that turn the crisis into an opportunity and ramp up what is needed to help parliaments to contribute effectively to the achievement of the SDGs. The aim will be to strengthen the capacities of parliaments, so that they can bridge the gap between national and international agendas and priorities, contribute to the implementation of the SDGs and the Paris Agreement, and enact and oversee implementation of health policies.

To promote parliamentary action on the SDG framework, the IPU will continue to facilitate the use of the IPU/UNDP self-assessment toolkit, *Parliaments and the Sustainable Development Goals*, with a view to enabling parliaments to influence policies and budgets so that they incorporate the SDGs. Furthermore, the IPU, through increasing recourse to virtual tools, will continue to promote inter-parliamentary exchanges of experiences and good practices. There will be an emphasis on strengthening parliamentary capacities, knowledge and influence at all levels – national, regional and global.

With regard to specific development goals and targets, the IPU will pursue action in:

Promoting health and well-being for all: the IPU will continue to work closely with its partners to ensure access to health services for all, with particular attention paid to women, children and adolescents, and other vulnerable and marginalized groups. In the face of the COVID-19 pandemic, special emphasis will be placed on building the capacities of parliaments and mobilizing parliamentary action on global health security and universal health coverage. The IPU resolution on UHC (evidence of IPU foresight) and knowledge tools developed in these areas will be important instruments in supporting these efforts. The IPU's work on nutrition (including on the dissemination and use of a nutrition handbook) and its collaboration with the *Scaling Up Nutrition* movement will be integrated into the health-related programmes.

Taking action on climate change and disaster risk reduction: The IPU will work to raise awareness in parliaments of the challenges posed by climate change, the opportunities provided by the COVID-19 crisis in terms of better disaster risk preparedness, and the importance of regional and global cooperation. More concretely, the IPU will work with key scientific and policy institutions to enhance knowledge in parliaments on climate change and associated risks. It will further work to build core capacities in parliaments to engage on the climate change through the formulation and review of appropriate legislation, and the provision of oversight over the implementation of internationally agreed environmental and climate change goals. In this context, the IPU will also continue to mobilize parliaments around the Conference of the Parties to the UNFCCC to ensure greater understanding and support for this global action.

In all these areas the IPU will work with its partners to produce knowledge products for parliamentarians and to document examples of good parliamentary practice.

Key Deliverables

- ✓ Global and regional seminars/webinars
- ✓ National capacity-building activities and online platforms for bilateral parliamentary exchanges
- ✓ Handbook for parliamentarians on universal health coverage
- ✓ Advocacy toolkit for parliamentarians on disaster risk reduction
- ✓ Handbook for parliamentarians on global health security

- ✓ Parliamentary meetings at key global events and processes on SDGs, health and climate change
- ✓ Digital tools to promote parliamentary action on selected international development goals
- ✓ Awareness-raising on nutrition is factored into activities as appropriate

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 SDGs. Several of the activities are specifically geared towards ensuring access to health for women and girls, and gender equality in development, especially during the pandemic, when the vulnerability of women and girls is heightened. Work on maternal, newborn and child health will be pursued. Work on climate change will also place particular attention on the impact of climate change on women and women’s roles in response.

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

	Regular Budget	Other Sources	All Funds
2019 Final	150,200	822,500	972,700
2020 Approved	151,300	851,400	1,002,700
2021 Approved	194,700	991,900	1,186,600
• Salaries	194,700	236,700	431,400
• Services	0	456,400	456,400
• Travel	0	192,800	192,800
• Material	0	106,000	106,000

Objective 8 – Bridge the democracy gap in international relations

Overall Objective

To enhance the strategic partnership between the IPU and the UN system, and strengthen the parliamentary voice in international affairs. To help democratize global decision-making through the United Nations, the cornerstone of multilateralism. To further develop dialogue and cooperation with other multilateral institutions, in particular the World Trade Organization (WTO).

Issues and Challenges in 2021

In 2021, and in the light of the ongoing global pandemic, the IPU will develop regular virtual briefings and other events to make the United Nations more open and transparent to parliaments and individual MPs. Briefings will touch on a variety of substantive issues being discussed or negotiated at the United Nations, as well as on institutional questions of UN reform. Involving parliaments and MPs in UN deliberations more effectively and across a larger spectrum of issues, and without additional resources, will be a major challenge.

The IPU will work to bring a parliamentary perspective to major global processes planned in 2021, such as the Food Systems Summit, the special session of the General Assembly on corruption, and the fifth Conference on the Least Developed Countries (UNLDC-V). It will also facilitate more effective oversight of governments' progress reports to the United Nations on the SDGs (Voluntary National Reviews), human rights (Universal Periodic Reviews) and gender equality (CEDAW reports).

Particular attention will be devoted to the recommendations of the 2020 independent review of the IPU political project at the United Nations. Among other things, some regular activities may need to be reframed, and the agendas of the IPU-UN leadership meetings may need reshaping. Efforts will be made, including through consultations in the IPU Executive Committee and the Standing Committee on United Nations Affairs, for all Member Parliaments to develop a shared understanding of the IPU's political project at the United Nations. This might entail fielding a special survey of MPs on their perceptions of the IPU-UN relationship.

In the context of international efforts to implement the SDGs, the IPU will contribute to the UN high-level political forum on sustainable development, which is the main global hub for SDG monitoring and follow-up. In its March session, the IPU Standing Committee on United Nations Affairs will focus on the SDGs and the main theme of the forum's July session.

In addition to continuing engagement with the UN Development Cooperation Forum and the Global Partnership for Effective Development Cooperation, more attention will be paid to the forum on financing for development. These three processes contribute to the way in which the SDGs are being implemented.

The Annual Parliamentary Hearing at the United Nations in 2021 may need to take place virtually. The hearing will again serve as an important vehicle to inform a major UN process from a parliamentary perspective.

To the extent possible, the IPU will also provide direct political input about major issues on its agenda to the UN General Assembly, the UN Economic and Social Council (ECOSOC), the Security Council Committees (counter-terrorism; weapons of mass destructions), the Peacebuilding Commission, the Commission on the Status of Women, and the Human Rights Council. The IPU will also continue to engage the international community on the International Day of Parliamentarism (30 June) and the International Day of Democracy (15 September).

The IPU will continue its joint work with the United Nations (UNESCO and the UN Alliance of Civilizations) and the Russian Parliament in preparation for the 2022 world conference on interfaith and inter-ethnic dialogue in which Heads of State, parliaments and representatives of world religions are due to participate.

The IPU will build on its partnership with the European Parliament by convening the Parliamentary Conference on the WTO in the context of the 2021 WTO Ministerial Conference in Kazakhstan, and by participating in other WTO-related activities. These meetings provide an invaluable platform for legislators to engage with WTO officials and negotiators, bring a parliamentary component to the work of the WTO, and enhance accountability and parliamentary oversight of the WTO and

international trade in general. In the context of a severe crisis of the international trading system, including COVID-19-related socioeconomic challenges, the Parliamentary Conference on the WTO will enhance its efforts to bring about effective parliamentary action that will address these pressing issues. It will also build regional and national capacity with a view to helping parliaments contribute to making global trade more effective, more inclusive, and more beneficial to all.

Consistent with the strategic objectives in other work areas (human rights, gender equality, climate change, international security and disarmament, humanitarian law etc.), the IPU will continue to work closely at the operational level with key UN partners such as the UN Development Programme (UNDP), UN Women, the Office of the High Commissioner for Human Rights (OHCHR), the UN High Commissioner for Refugees (UNHCR), the UN Framework Convention on Climate Change (UNFCCC), UNESCO and the UN Alliance of Civilizations, the UN Environment Programme (UNEP), UNAIDS and the World Health Organization, the United Nations Population Fund (UNFPA) and the SUN Movement in addition to the World Trade Organization.

Key Deliverables

- ✓ Over 200 MPs engage in lively discussion at the Annual Parliamentary Hearing focused on a major UN issue in 2021. Regular interaction with UN partners, including the President of the General Assembly, UN Secretary-General, the UNDP Administrator and heads of other UN agencies and programmes
- ✓ At least six virtual briefings (one every two months) for MPs about ongoing UN deliberative processes or reform issues
- ✓ Members of parliament are included more systematically on UN panels in both Geneva and New York as remote consultations offer greater opportunities
- ✓ Productive UN-IPU coordination meetings are held at the political and operational levels
- ✓ Increased engagement of parliaments and the UN system on both the International Day of Parliamentarism and the International Day of Democracy
- ✓ Parliamentary Conference on the occasion of the Ministerial Conference on the WTO brings together over 300 parliamentarians to provide parliamentary support to global trade
- ✓ Over 200 parliamentarians are engaged in regional events and activities to complement the global work of the WTO

Gender Mainstreaming

The IPU will continue to work with the main UN bodies to promote gender equality, the political empowerment of women, and greater youth participation. The IPU will seek to achieve a better gender balance in the distribution of roles during the meetings it organizes at the United Nations, while also trying to include young MPs as much as possible. It will also seek to give greater visibility in UN debates and reports to the work of the IPU and its Member Parliaments on gender mainstreaming and youth participation. In all of the above, the Secretary General and the Office of the Permanent Observer of the Inter-Parliamentary Union to the United Nations will ensure that panels and workshops organized by the IPU are gender balanced and fulfil the commitments they made as International Gender Champions. Robust cooperation will be pursued with UN Women.

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

	Regular Budget	Other Sources	All Funds
2019 Final	927,100	0	927,100
2020 Approved	955,300	0	955,300
2021 Approved	923,500	0	923,500
• Salaries	633,600	0	633,600
• Services	39,900	0	39,900
• Travel	50,500	0	50,500
• Material	199,500	0	199,500

3.2 Enablers

Effective internal governance and oversight

Enabling actions

The Secretariat will support the IPU’s governing bodies in their functions of directing and overseeing the Organization’s work. Specifically, the Secretariat will provide support on matters related to financial management and risk assessment. The Secretariat will endeavour to ensure that the IPU complies with the highest reporting and audit standards, as well as other international management best practices.

Issues and Challenges in 2021

The Strategy for 2017–2021 seeks to build strong democratic parliaments that serve the people, and to identify and implement effective means to accomplish that. As the global crisis precipitated by COVID-19 continues, the Secretariat will seek to provide that support to the governance structures, to maintain stability and to protect the Organization and its assets through a period of tremendous uncertainty in the world at large.

Priority will be given to the following areas:

- Consolidating reforms in the organizational structure of the Secretariat and preserving a well maintained, secure Headquarters.
- Reinforcing internal governance and oversight, servicing the Executive Committee and its Sub-Committee on Finance, and mobilizing an optimal level of external resources for the Organization.
- Improving IPU systems and procedures, with a renewed focus on strengthening the results-based management system while upgrading ICT infrastructure and skills to respond to the increased need for virtual working.
- Developing IPU-wide standards of transparency and accountability.
- Initiating and consolidating reflection on planning for the future in the context of addressing challenges such as the global COVID-19 pandemic

Gender Mainstreaming

Management will continue to supervise and guide the implementation of a gender-mainstreaming policy for the Organization. Mainstreaming requires ensuring that a gender perspective and the gender equality goal are at the centre of all activities – policy development, research, advocacy, dialogue, legislation, resource allocation and planning, and the implementation and monitoring of programmes and projects. The IPU Secretary General is currently Chair of the Global Board of the International Gender Champions. As such the IPU is doubly challenged to lead efforts to secure gender equality in all spheres.

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

	Regular Budget	Other Sources	All Funds
2019 Final	912,700	21,600	934,300
2020 Approved	1,006,500	21,600	1,028,100
2021 Approved	1,030,400	21,600	1,052,000
• Salaries	786,400	0	786,400
• Services	70,000	21,600	91,600
• Travel	156,300	0	156,300
• Material	17,700	0	17,700

Visibility, advocacy and communications

Enabling actions

The IPU's voice has never been so important, particularly in this time of health, social and economic crisis due to the COVID-19 pandemic. The IPU's success in empowering parliaments and parliamentarians to promote peace, democracy and sustainable development is also dependent on how it gets its message across. This underlines the importance of effective and targeted communications that: make full and innovative use of diverse communication platforms, tools and techniques; strengthen credibility; ensure knowledge-sharing; build expertise; and enhance engagement and sharing of best practice among Members.

Issues and Challenges in 2021

2021 will be the last year of the current three-year Communications Strategy, which is aligned with the IPU Strategy 2017–2021. The Communications Strategy is having a significant impact, demonstrated by achievements including:

- triple the number of visitors to the new website in two years – approximately a quarter of a million of users
- double the number of followers, compared with two years ago, on our six social media platforms (Twitter, Facebook, Instagram, YouTube, LinkedIn and Flickr)
- over 100,000 views of IPU videos – up from 15,000 two years ago.

Considering the exceptional nature of the pandemic and the success of our recent communications campaign *Parliaments in a time of Pandemic*, we have moved much of our outreach efforts to web, digital and social media platforms. We are using these platforms to encourage interaction and engagement with our primary audience: the 46,000 parliamentarians in the world. As a result, increased investment in web and social media is being requested.

The Communications team is also working closely with other IPU divisions to support virtual working methods that enhance the quality and reach of IPU knowledge, training, capacity-building, seminars and meetings.

We will continue to increase IPU video production as a good return on investment. In addition to using professionally produced material, we will also encourage Member Parliaments to contribute short videos through collaborative and crowdsourcing platforms designed to increase engagement.

In terms of IPU publications, we are beginning to move from print and traditional PDFs to shorter, multimedia, online formats to encourage a more dynamic user experience.

Regarding our media outreach, we are planning on more contact with the press. In particular, we are exploring ways to increase our partnerships with influential media outlets through, for example, submitting more op-eds and thought leadership pieces. Extra budget has also been allocated for this.

Finally, a major strategic project was initiated in 2020 and will be pursued in 2021. It will set up a proper customer relationship management system. This will bring together disparate and fragmented contact lists into one central database to improve our outreach efforts.

Expected results in 2021 will include: continued developments on the website and social media platforms to facilitate better engagement with and between parliamentarians, accompanied by increases in traffic and engagement; better outreach to our Members and MPs; and accelerating the move away from hard-copy publications towards more digitalized and innovative editorial content.

Gender Mainstreaming

The Communications team will continue to ensure that the IPU respects gender parity in its policies, programmes and activities, and that IPU material is gender-sensitive in both form and content. For example, the Communications team endeavours to ensure equal visibility for men and women through the visuals it uses on all its communications materials, web and social media platforms. Similarly, in terms of editorial content, the team makes sure that men and women are cited equally as far as is possible in press releases, news stories, testimonial and video material.

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

	Regular Budget	Other Sources	All Funds
2019 Final	1,097,200	0	1,097,200
2020 Approved	1,052,200	0	1,052,200
2021 Approved	1,056,400	0	1,056,400
• Salaries	756,400	0	756,400
• Services	191,500	0	191,500
• Travel	10,000	0	10,000
• Material	98,500	0	98,500

Gender mainstreaming and a rights-based approach

Enabling actions

The inclusion and mainstreaming of gender equality and human rights in the IPU's work will enhance the effectiveness and delivery of key objectives. The IPU has adopted a gender mainstreaming policy and strategy that it will continue to implement, including through the design of tools, the organization of training sessions, and reforms. It has also designed a strategy on how to implement a rights-based approach, which it will continue to pursue. This will enhance the IPU's own capacity and that of parliaments to promote and ensure respect for gender equality and human rights. The approach is part and parcel of the *Common Principles for Support to Parliaments*, which the IPU spearheaded and enforces.

Issues and Challenges in 2021

In 2021, the IPU will continue to implement the workplan to mainstream gender in all of its work and structures, based on the document "Gender mainstreaming at the IPU" approved by the governing bodies. In particular it will follow up on the results and recommendations of the internal gender audit of the Secretariat carried out in 2020. It will also implement a human rights-based approach to its work.

Particular focus will be placed on: designing tools that address both gender mainstreaming and a human rights-based approach; building staff capacity; strengthening indicators; and monitoring programmes and projects from a gender and human rights perspective.

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

	Regular Budget	Other Sources	All Funds
2019 Final	10,000	0	10,000
2020 Approved	10,000	0	10,000
2021 Approved	10,000	0	10,000
• Salaries	0	0	0
• Services	10,000	0	10,000
• Travel	0	0	0
• Material	0	0	0

A properly resourced and efficient Secretariat

Enabling actions

The Secretariat is committed to identifying and securing adequate resources through its membership and its network of partners to implement the IPU’s Strategy. It encourages systematic planning, performance monitoring and reporting. It promotes parliamentary standards and norms. The Secretariat will seek to carry out its functions with efficiency, professionalism, transparency and accountability and is committed to the ongoing well-being and professional development of its staff.

Issues and Challenges in 2021

The functions of the Support Services Division include finance, administration and human resources. Its budget also covers expenditure related to office accommodation, asset depreciation, equipment rental, ICT materials and supplies. The increase in extrabudgetary programme funding in recent years has led to a need for additional human resources focused on contract review and grant management. These will be funded through the programme support cost recovery.

Priority will be given to the following areas:

- Enhancing the security of IPU Headquarters to comply with the norms and standards appropriate to international organizations in the current climate.
- Refining the staff rules and the staff appraisal system.
- Identifying and offering staff training opportunities to improve the quality of performance.
- Identifying and implementing measures that improve staff well-being, as staff often work under stress, especially during Assemblies.
- Supporting the Secretariat’s business continuity systems and infrastructure, in response to extraordinary circumstances such as COVID-19.
- Maintaining full compliance with International Public Sector Accounting Standards.

The Support Services Division will continue to service the Executive Committee’s Sub-Committee on Finance and constantly develop and improve internal control systems and processes.

Gender Mainstreaming

The budget process requires all managers to identify the gender issues relevant to their division or programme in order to address them effectively in all activities.

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

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

The IPU will implement recommendations from a gender audit of its work environment.

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

	Regular Budget	Other Sources	All Funds
2019 Final	2,658,900	0	2,658,900
2020 Approved	2,779,000	0	2,779,000
2021 Approved	2,795,600	0	2,795,600
• Salaries	1,690,600	0	1,690,600
• Services	113,400	0	113,400
• Travel	6,500	0	6,500
• Material	439,800	0	439,800
• Financial charges	33,300	0	33,300
• Amortization	512,000	0	512,000

3.3 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 support its functioning.

Issues and Challenges in 2021

Financial provisions and payments need to be made in appropriate amounts and in accordance with clear and approved policies.

The IPU sets aside funds to be used to offset carbon dioxide 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 for emissions from travel reported by the Secretariat.

A reserve has been established for major repair work on the IPU Headquarters building. The reserve is being used to cover the depreciation cost of the work required to double-glaze and protect the windows of the IPU Headquarters. As of 1 January 2020, this reserve held a balance of CHF 415,000. As the reserve is depleted, the Governing Council will need to consider replenishing it in future years.

The reserve for doubtful accounts is a provision that comes into effect in the event that certain Members' rights are suspended or they cease to participate and their contributions, which have already been recognized as revenue, are never received. Based on historical payment performance, the expected 2021 contribution to the provision has been set at CHF 40,000.

The IPU provides an annual grant to the ASGP. The amount is determined each year at a level that is sufficient to meet expenses not funded from other sources. The grant was increased to CHF 38,000 in 2017–2018 to enable the ASGP to reach out to more language groups through additional interpretation and translation services, and will remain at this level in 2021.

The IPU is contractually bound to guarantee the payment of the pensions of 10 former employees of the Secretariat. The closed pension fund has been consolidated into the accounts of the IPU and its reserves are invested in a flexible LPP fund that is specifically designed for Swiss pension funds.

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.

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

	Regular Budget	Other Sources	All Funds
2019 Final	106,000	0	106,000
2020 Approved	107,600	0	107,600
2021 Approved	107,600	0	107,600

2021 estimates, by objective and source of funds (CHF)

Objective	Regular Budget	Other Sources	All Funds
1. Statutory reserves and liabilities (net)	40,000	0	40,000
2. Assist the ASGP	38,000	0	38,000
3. Offset carbon emissions	29,600	0	29,600
➤ Grand total	107,600	0	107,600

3.4 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 2021

In addition to the regular replacement of computers, a SharePoint server is due to be installed at the Secretariat in 2021 to enable secure extranet access to the IPU file system. The IPU website and open data platform will need a further phase of development in specific areas from 2022 onwards, although the scope is yet to be established. Costs that are not covered through external donations will be capitalized and depreciated over four years.

Gender Mainstreaming

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

Estimates of capital expenditures with previous-year comparable (CHF)

	Regular Budget	Other Sources	All Funds
2019 Final	150,000	0	150,000
2020 Approved	150,000	0	150,000
2021 Approved	140,000	0	140,000

Estimates of capital expenditures by class, by year for 2021–2023

Item	2021	2022	2023
1. Replacement of computers and servers	75,000	35,000	35,000
2. Furniture	15,000	15,000	15,000
3. Website development	50,000	100,000	100,000
➤ Grand Total	140,000	150,000	150,000

3.5 Staffing

36. The 2021 budget includes a staff establishment of 44.6 full-time equivalent positions, one position less than the previous year's budget. 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.

Strategic objective or enabler	2020 Approved	2021 Budget							Total
		SG	Professional grades				General services		
			Director	Grade 5	Grade 4	Grade 3		Grade 2	
Strategic objectives									
1. Strong parliaments	6.4		0.5	0.3	3	1	0.5	1	6.3
2. Gender equality	3.1		0.5		0.6	1		1	3.1
3. Human rights	5.5				1	1.5	1	2	5.5
4. Peacebuilding	2.1			0.7					0.7
5. Inter-parliamentary dialogue & cooperation	9.1		1		2	1.5	2	2.8	9.3
6. Youth	0.9				0.4		0.5		0.9
7. Global development	2				1	1			2
8. International relations	3.1			1	1			1	3
Enablers									
Effective governance	2	1						1	2
Visibility and communications	4		1				2	1	4
Gender mainstreaming *	0								0
Efficient Secretariat	7.6		1	1			1	4.8	7.8
Total	45.8	1	4	3	9	6	7	14.6	44.6
<i>Per cent women</i>		<i>0%</i>	<i>75%</i>	<i>33%</i>	<i>56%</i>	<i>75%</i>	<i>43%</i>	<i>79%</i>	<i>63%</i>
<i>Number women</i>		<i>0</i>	<i>3</i>	<i>1</i>	<i>5</i>	<i>4.5</i>	<i>3</i>	<i>11.6</i>	<i>28.1</i>

* Responsibility for gender mainstreaming lies with the Secretary General, supported by the Director of Programmes

37. Grades are established in accordance with the UN 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. Two thirds of the Secretariat staff are women. Three out of the four director-level positions are currently held by women.
38. Annual adjustments to salaries are determined by the International Civil Service Commission (ICSC). In 2017 the ICSC carried out a cost-of-living survey whose findings recommended a lower post adjustment for the Geneva duty station. However, those findings were challenged by all UN agencies in Geneva. In March 2018, the Executive Committee decided that the post adjustment for IPU staff in Geneva should be maintained at its January 2018 equivalent level so that salaries of IPU staff were not reduced. A recent ILO tribunal decision has supported the challenge from the agencies. The budget for Secretariat staff salaries in 2021 from regular sources is CHF 6,020,700. There is a further appropriation of CHF 673,200 for the salaries of project personnel paid from other sources.
39. 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 from regular sources is CHF 1,969,900. In addition, the staff benefits charged to voluntary-funded project budgets is CHF 220,300.

4. Assessed contributions

Country Name	UN 2019–2021	Approved 2021 scale	
	Per cent	Per cent	CHF
Afghanistan	0.007%	0.110%	12,100
Albania	0.008%	0.110%	12,100
Algeria	0.138%	0.270%	29,600
Andorra	0.005%	0.110%	12,100
Angola	0.010%	0.110%	12,100
Argentina	0.915%	1.110%	121,600
Armenia	0.007%	0.110%	12,100
Australia	2.210%	2.440%	267,400
Austria	0.677%	0.860%	94,200
Azerbaijan	0.049%	0.160%	17,500
Bahrain	0.050%	0.160%	17,500
Bangladesh	0.010%	0.110%	12,100
Belarus	0.049%	0.160%	17,500
Belgium	0.821%	1.010%	110,700
Benin	0.003%	0.100%	11,000
Bhutan	0.001%	0.100%	11,000
Bolivia (Plurinational State of)	0.016%	0.120%	13,100
Bosnia and Herzegovina	0.012%	0.120%	13,100
Botswana	0.014%	0.120%	13,100
Brazil	2.948%	3.170%	347,400
Bulgaria	0.046%	0.160%	17,500
Burkina Faso	0.003%	0.100%	11,000
Burundi	0.001%	0.100%	11,000
Cabo Verde	0.001%	0.100%	11,000
Cambodia	0.006%	0.110%	12,100
Cameroon	0.013%	0.120%	13,100
Canada	2.734%	2.960%	324,300
Central African Republic	0.001%	0.100%	11,000
Chad	0.004%	0.100%	11,000
Chile	0.407%	0.570%	62,500
China	12.005%	11.750%	1,280,200
Colombia	0.288%	0.440%	48,200
Comoros	0.001%	0.100%	11,000
Congo	0.006%	0.110%	12,100
Costa Rica	0.062%	0.180%	19,700
Côte d'Ivoire	0.013%	0.120%	13,100
Croatia	0.077%	0.200%	21,900
Cuba	0.080%	0.200%	21,900
Cyprus	0.036%	0.150%	16,400
Czech Republic	0.311%	0.460%	50,400
Democratic People's Republic of Korea	0.006%	0.110%	12,100
Democratic Republic of the Congo	0.010%	0.110%	12,100
Denmark	0.554%	0.730%	80,000
Djibouti	0.001%	0.100%	11,000
Dominican Republic	0.053%	0.170%	18,600
Ecuador	0.080%	0.200%	21,900
Egypt	0.186%	0.320%	35,100
El Salvador	0.012%	0.120%	13,100
Equatorial Guinea	0.016%	0.120%	13,100
Estonia	0.039%	0.150%	16,400
Eswatini	0.002%	0.100%	11,000
Ethiopia	0.010%	0.110%	12,100
Fiji	0.003%	0.100%	11,000
Finland	0.421%	0.580%	63,600

Country Name	UN 2019–2021	Approved 2021 scale	
	Per cent	Per cent	CHF
France	4.427%	4.620%	506,200
Gabon	0.015%	0.120%	13,100
Gambia (the)	0.001%	0.100%	11,000
Georgia	0.008%	0.110%	12,100
Germany	6.090%	6.220%	681,600
Ghana	0.015%	0.120%	13,100
Greece	0.366%	0.520%	57,000
Guatemala	0.036%	0.150%	16,400
Guinea	0.003%	0.100%	11,000
Guinea-Bissau	0.001%	0.100%	11,000
Guyana	0.002%	0.100%	11,000
Haiti	0.003%	0.100%	11,000
Hungary	0.206%	0.350%	38,400
Iceland	0.028%	0.140%	15,300
India	0.834%	1.030%	112,900
Indonesia	0.543%	0.720%	78,900
Iran (Islamic Republic of)	0.398%	0.560%	61,400
Iraq	0.129%	0.260%	28,500
Ireland	0.371%	0.530%	58,100
Israel	0.490%	0.660%	72,300
Italy	3.307%	3.530%	386,800
Japan	8.564%	8.560%	938,000
Jordan	0.021%	0.130%	14,200
Kazakhstan	0.178%	0.310%	34,000
Kenya	0.024%	0.130%	14,200
Kuwait	0.252%	0.400%	43,800
Kyrgyzstan	0.002%	0.100%	11,000
Lao People's Democratic Republic	0.005%	0.110%	12,100
Latvia	0.047%	0.160%	17,500
Lebanon	0.047%	0.160%	17,500
Lesotho	0.001%	0.100%	11,000
Libya	0.030%	0.140%	15,300
Liechtenstein	0.009%	0.110%	12,100
Lithuania	0.071%	0.190%	20,800
Luxembourg	0.067%	0.180%	19,700
Madagascar	0.004%	0.100%	11,000
Malawi	0.002%	0.100%	11,000
Malaysia	0.341%	0.500%	54,800
Maldives	0.004%	0.100%	11,000
Mali	0.004%	0.100%	11,000
Malta	0.017%	0.120%	13,100
Marshall Islands	0.001%	0.100%	11,000
Mauritius	0.011%	0.110%	12,100
Mexico	1.292%	1.500%	164,400
Micronesia (Federated States of)	0.001%	0.100%	11,000
Monaco	0.011%	0.110%	12,100
Mongolia	0.005%	0.110%	12,100
Montenegro	0.004%	0.100%	11,000
Morocco	0.055%	0.170%	18,600
Mozambique	0.004%	0.100%	11,000
Myanmar	0.010%	0.110%	12,100
Namibia	0.009%	0.110%	12,100
Nepal	0.007%	0.110%	12,100

Country Name	UN 2019–2021	Approved 2021 scale	
	Per cent	Per cent	CHF
Netherlands	1.356%	1.570%	172,000
New Zealand	0.291%	0.440%	48,200
Nicaragua	0.005%	0.110%	12,100
Niger	0.002%	0.100%	11,000
Nigeria	0.250%	0.390%	42,700
North Macedonia	0.007%	0.110%	12,100
Norway	0.754%	0.940%	103,000
Oman	0.115%	0.240%	26,300
Pakistan	0.115%	0.240%	26,300
Palau	0.001%	0.100%	11,000
Palestine		0.100%	11,000
Panama	0.045%	0.160%	17,500
Paraguay	0.016%	0.120%	13,100
Peru	0.152%	0.280%	30,700
Philippines	0.205%	0.340%	37,300
Poland	0.802%	0.990%	108,500
Portugal	0.350%	0.510%	55,900
Qatar	0.282%	0.430%	47,100
Republic of Korea	2.267%	2.500%	273,900
Republic of Moldova	0.003%	0.100%	11,000
Romania	0.198%	0.340%	37,300
Russian Federation	2.405%	2.630%	288,200
Rwanda	0.003%	0.100%	11,000
Saint Lucia	0.001%	0.100%	11,000
Saint Vincent and the Grenadines	0.001%	0.100%	11,000
Samoa	0.001%	0.100%	11,000
San Marino	0.002%	0.100%	11,000
Sao Tome and Principe	0.001%	0.100%	11,000
Saudi Arabia	1.172%	1.380%	151,200
Senegal	0.007%	0.110%	12,100
Serbia	0.028%	0.140%	15,300
Seychelles	0.002%	0.100%	11,000
Sierra Leone	0.001%	0.100%	11,000
Singapore	0.485%	0.650%	71,200
Slovakia	0.153%	0.280%	30,700
Slovenia	0.076%	0.190%	20,800
Somalia	0.001%	0.100%	11,000
South Africa	0.272%	0.420%	46,000
South Sudan	0.006%	0.110%	12,100
Spain	2.146%	2.370%	259,700
Sri Lanka	0.044%	0.160%	17,500
Sudan	0.010%	0.110%	12,100
Suriname	0.005%	0.110%	12,100
Sweden	0.906%	1.100%	120,500
Switzerland	1.151%	1.360%	149,000
Syrian Arab Republic	0.011%	0.110%	12,100
Tajikistan	0.004%	0.100%	11,000
Thailand	0.307%	0.460%	50,400
Timor-Leste	0.002%	0.100%	11,000
Togo	0.002%	0.100%	11,000
Tonga	0.001%	0.100%	11,000
Trinidad and Tobago	0.040%	0.150%	16,400
Tunisia	0.025%	0.130%	14,200
Turkey	1.371%	1.590%	174,200
Turkmenistan	0.033%	0.140%	15,300
Tuvalu	0.001%	0.100%	11,000

Country Name	UN 2019–2021	Approved 2021 scale	
	Per cent	Per cent	CHF
Uganda	0.008%	0.110%	12,100
Ukraine	0.057%	0.170%	18,600
United Arab Emirates	0.616%	0.800%	87,700
United Kingdom	4.567%	4.760%	521,600
United Republic of Tanzania	0.010%	0.110%	12,100
Uruguay	0.087%	0.210%	23,000
Uzbekistan	0.032%	0.140%	15,300
Vanuatu	0.001%	0.100%	11,000
Venezuela (Bolivarian Republic of)	0.728%	0.910%	99,700
Viet Nam	0.077%	0.200%	21,900
Yemen	0.010%	0.110%	12,100
Zambia	0.009%	0.110%	12,100
Zimbabwe	0.005%	0.110%	12,100

Member or associate member	UN 2019–2021	Approved 2021 scale	
	Per cent	Per cent	CHF
Andean Parliament		0.020%	2,200
Arab Parliament		0.010%	1,100
Central American Parliament		0.010%	1,100
East African Legislative Assembly		0.010%	1,100
European Parliament		0.060%	6,600
Interparliamentary Assembly of Member Nations of the Commonwealth of Independent States		0.020%	2,200
Inter-Parliamentary Committee of the West African Economic and Monetary Union		0.010%	1,100
Latin American and Caribbean Parliament		0.030%	3,300
Parliament of the CEMAC		0.010%	1,100
Parliament of the ECOWAS		0.010%	1,100
Parliamentary Assembly of the Black Sea Economic Cooperation		0.030%	3,300
Parliamentary Assembly of La Francophonie		0.020%	2,200
Parliamentary Assembly of the Council of Europe		0.040%	4,400
Total		100%	10,920,800