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## Executive Board

### Resumed Fourth session

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Item 3 of the provisional agenda

## **Revised Work Plan and Operational Budget for 2008 for the International Research and Training Institute for the Advancement of Women Report by the Director of the Institute**

### **I. Introduction**

1. At its current session, the Executive Board of UN-INSTRAW has before it the revised Work Plan and Operational Budget for 2008 which includes additional thematic areas and a 5 per cent reduction in line with the recommendations of the Executive Board made at its previous sessions held on 2 and 30 May 2007.

2. UN-INSTRAW is ready to start the implementation of its Strategic Framework 2008-2011<sup>1</sup> approved by the Executive Board at its last session. As has been established in previous meetings of the Executive Board of UN-INSTRAW and recently affirmed in an ECOSOC resolution (E/2007/L.29), UN-INSTRAW has important challenges ahead in working towards the achievement of gender equality and the empowerment of women over the coming years.

3. The present report identifies four strategic areas of work i.e., Action-oriented Research, Knowledge Management, Capacity-Building, and Institutional Development. Strategic objectives at the outcome level have been identified for each area as well as

Expected Accomplishments and Indicators of Achievement. These form the basis for the proposed 2008 work plan and budget.

4. The Strategic Framework 2008-2011 carries forward the priorities established in 2004, consolidates the Institute's research and training programmes in specific areas, and enhances UN-INSTRAW's knowledge management capacity to ensure that research results have a concrete impact on policy and programme formulation and implementation.

5. Continuing UN-INSTRAW's results-based management approach, this proposal was prepared according to the following:

- The distribution of resources in the budget was built up costing the activities in the work plan for each of the Expected Accomplishments of the Strategic Plan.
- Priorities were identified on the following premises:
  - a. Resource mobilization must be a priority
  - b. A minimum infrastructure must be maintained to allow the Institute to operate;

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<sup>1</sup> INSTRAW/EB/2007/R.3/Rev.1.

c. Justification for maintaining approved posts must be supported by the results of the work plan;

6. Table 1 summarizes the budget by Strategic Areas identifying post and non-post costs.

**Table 1. Core Funding for 2008 (Thousands US\$)**

Strategic Areas	Costs			
	Post	Non-Post	Total	%
Unit of Executive Direction and Management	237,684	107,022	344,706	23.3
Programming Unit (Research, Knowledge Management; Capacity Building)	406,564	368,000	774,564	52.2
Unit of Administration & Support Services	176,900	185,550	363,450	24.5
<b>Total Budgeted</b>	<b>821,148</b>	<b>660,572</b>	<b>1,481,720</b>	<b>100</b>
4% Programme support costs payable to UN HQ	32,846	26,423	59,269	
<b>Total Amount Required</b>	<b>853,994</b>	<b>686,995</b>	<b>1,540,989</b>	

7. The fund-raising strategy implemented thus far includes a campaign to seek funding for the core budget and the development of various project proposals for extra-budgetary funding within UN-INSTRAW's strategic areas. An Agreement with UN Foundation and the UN Fund for International Partnerships (UNFIP) establishes a mechanism to channel funds from the private sector to the Institute. A medium- and long-term strategy for resource mobilization (INSTRAW/EB/2007/R.11) is being presented to the Executive Board for its consideration under agenda item 4.

8. During 2007 UN-INSTRAW obtained in-kind resources and it is probable that this type of contribution will be obtained during 2008. The estimated value of the potential in-kind resources (based on the experience of 2007), could be US\$449,505. Given the present status of its financial base and the recommendations received from the Executive Board and from the General Assembly, a proposed budget of US\$1,540,989 is hereby presented which makes provision for the resources required to ensure the Institute's minimal operations in the year 2008. The proposed operational budget reflects a reduction of US\$77,700 from the previous proposed budget presented during the Fourth session held on 2 May 2007.

## II. Core Budget: Financial resources required for UN-INSTRAW core operations

### 1. Meetings of the Executive Board

9. The Institute functions under the authority of an Executive Board composed of 10 Member States elected by the Economic and Social Council (ECOSOC). Members for the period 2007-2009 are: Belarus, Egypt, Grenada, Honduras (President), Israel, Philippines (Vice-President/Rapporteur), Slovak Republic, Spain, Syria (Vice-President) and Zimbabwe. The Director of the Institute, the Under-Secretary-General for Economic and Social Affairs, a representative of the Host Country, Dominican Republic, and a representative of each of the regional commissions of the ECOSOC serve as ex-officio members of the Board. The Executive Board meets at least once a year and has met in resumed sessions. UN-INSTRAW reports annually to ECOSOC and to the General Assembly when appropriate. These bodies oversee the work of the Institute and make recommendations relevant to its functioning.

### 2. Programming Unit: Action-oriented Research, Knowledge Management, and Capacity-Building

10. Tables 2, 3, and 4 summarize the expected accomplishments and indicators of achievement for reaching the strategic objectives.

**Table 2. Action-Oriented Research**

**Strategic Objective 1:** Undertake action-oriented research that leads to gender-responsive policies, programmes and projects at all levels.

Expected Accomplishments	Indicators of Achievement
(a) Increased commitment and political will of stakeholders on gender issues.	(a.1) Increased number (by at least 20%) of case studies, conceptual documents and policy recommendations published and distributed on: (i) gender, migration, remittances and development, and trafficking in women and girls; (ii) gender, peace and security, including women's role in campaigning against illicit small arms and light weapons, and peacekeeping and sexual exploitation and abuse; (iii) governance and women's political participation, with emphasis on women's civil, economic, and social rights and human rights of marginalized groups of women; (iv) gender mainstreaming; and (v) key issues related to the MDGs, including poverty alleviation, information and communication technologies, health, and education  (a.2) Increased number of hits and downloads of case studies, conceptual documents and policy recommendations documents
(b) Increased dialogue among stakeholders in the strategic areas of UN-INSTRAW	(b.1) Increased number of agreements (by at least 30%) with governments, UN entities, non-governmental organizations and academia to include gender in their programmes and projects, and policy recommendations from UN-INSTRAW research activities  (b.2) Increased number (by at least 30%) of stakeholders discussing on-line in the five areas of work of UN-INSTRAW

### Outputs (as funding becomes available)

- At least four conceptual studies commissioned by UN-INSTRAW on strategic and critical areas already identified in the Strategic Framework are posted on the UN-INSTRAW website and disseminated through various mailing lists and UN-INSTRAW networks with the civil society, governments, academia and other stakeholders
- At least twelve case studies conducted in different regions of the world addressing the promotion of gender-responsive policies and the empowerment of women in priority areas are published and disseminated through various mailing lists, networks with civil society, governments, academia and other stakeholders as well as during relevant events
- Thematic Advisory Groups are established for each thematic area to discuss with relevant stakeholders further development of UN-INSTRAW research programmes and to share commitments, views and challenges
- Reports including the results and lessons learned in at least three on-line discussions promoted and undertaken by UN-INSTRAW, are disseminated among various networks and mailing lists with civil society, governments, academia and other stakeholders
- Agreements signed with governments, UN system, academia, and other entities related with

gender mainstreaming in programmes, projects and policy recommendations.

11. The **Strategy** for accomplishing Objective 1 will include:

- Develop new conceptual frameworks, methodologies, case studies and other research tools on UN-INSTRAW's priority areas of Gender, migration, remittances and development; Governance and women's political participation at the local level; Gender, peace and security; and Gender mainstreaming and other new and emerging areas to contribute to the design of public policies that promote gender equality and women's empowerment and contribute to the full achievement of the MDGs including poverty alleviation, information and communication technologies, health, and education.
  - Strengthen institutional relationships with relevant UN bodies, in particular the Commission on the Status of Women, the Peacebuilding Commission, the UN bodies working for the advancement of women and gender issues and the UN research and training institutes in order to share research results, and to identify strategic areas and themes for future common agendas.
  - Strengthen institutional relationships with

academia and other governmental and non-governmental research institutions in order to generate knowledge and promote action-oriented research in these and other gender issues. This includes the establishment of advisory groups in each of the thematic areas of UN-INSTRAW.

- Using policy recommendations, capacity-building and awareness-raising materials and

other tools, strengthen the use of research results to impact decision-making processes and foster gender-sensitive public policies and programmes through the dissemination and presentation of results in public events, virtual discussions with policy makers, and the media.

**Table 3. Knowledge Management**

**Strategic Objective 2:** Foster the exchange of relevant knowledge and information to increase understanding and support decision-making and actions on gender and women’s issues.

Expected Accomplishments	Indicators of Achievement
(a) UN-INSTRAW exchanges gender-related information with relevant stakeholders (governments, UN System partners, civil society, academia, private sector, etc.) utilizing multiple technological means such as the web, virtual discussions, networks, etc.	<p>(a.1) Printed and/or electronic information is distributed by UN-INSTRAW to UN Missions, governments, civil society, academia and other relevant stakeholders and distributed accordingly (circulated internally, posted to newsletters, posted on the Institute’s Website, etc.)</p> <p>(a.2) Increased number (by at least 30%) of institutions establishing links to UN-INSTRAW’s website throughout 2008</p> <p>(a.3) UN-INSTRAW’s Website includes multiple interactive tools such as discussion forums, blogs, user-driven databases, quizzes, surveys, etc.</p>
(b) UN-INSTRAW operates networks in all of its thematic priority areas	<p>(b.1) Networks designed and implemented on the Institute’s Website using multiple communications tools, including virtual discussions, online chats, user-driven databases (Wiki), etc.</p> <p>(b.2) Increased number (by at least 30%) of hits and downloads to thematic areas of UN-INSTRAW’s website throughout 2008</p>

**Outputs (as funding becomes available)**

- UN-INSTRAW website regularly updated in all three working languages (English, French and Spanish) in a user-friendly manner within UN Standards and providing up-to-date information on priority areas for gender mainstreaming and the empowerment of women, including information related to UN-INSTRAW’s thematic priorities, as well as to the Millennium Development Goals and other agreements;
- Materials and resources – developed by UN-

INSTRAW in collaboration with other partners according to high standards of quality – provided to stakeholders for policy formulation, gender mainstreaming and women’s empowerment;

- Concrete knowledge management strategies are prepared and integrated in each of UN-INSTRAW’s projects in order to maximize the impact of project outputs and results.

12. The **Strategy** for accomplishing Objective 2 will include:

- Create networks in all of UN-INSTRAW’s priority areas – Gender, migration, remittances and development; Governance and women’s political participation at the local level; Gender, peace and security; and Gender mainstreaming.
- Ensure that relevant information from UN-INSTRAW and other stakeholders reaches different audiences such as governments, UN System, civil society, academia, media networks, private sector, etc.
- Strengthen the interactivity of information on gender issues utilizing multiple technological means such as the web, virtual discussions, networks, etc.
- Ensure a constant flow of information within the Institute, the UN System and among women’s organizations to inform decision making and contribute to the effective implementation of policies, programmes and projects.
- Include specific knowledge management and communication activities in new project proposals.
- Exchange specific information on UN-INSTRAW’s thematic priorities in order to promote dialogue, the sharing of knowledge and best practices; and greater involvement of key stakeholders in the implementation of UN-INSTRAW’s programme of work;

**Table 4. Capacity-Building**

**Strategic Objective 3:** Strengthen stakeholder capacity to address and effectively integrate gender issues in all policies, programmes and projects.

Expected Accomplishments	Indicators of Achievement
(a) Stakeholders increased the utilization of training materials prepared by UN-INSTRAW on: gender and migration; governance and women’s political participation; gender, peace and security; gender mainstreaming; microenterprises, and other relevant issues related to the MDGs.	(a.1) Increased number (by at least 20%) of training materials prepared by UN-INSTRAW and disseminated through various means  (a.2) Increased number (by at least 10%) of training events carried out by partners using materials prepared and distributed by UN-INSTRAW
(b) Strengthen local capacities on policy and gender issues through new capacity-building activities including e-training ( <i>as extra-budgetary funding becomes available</i> )	(b.1) Number of participants from governments, UN system, and other relevant stakeholders attending capacity-building activities, including e-training initiatives, supported and implemented by UN-INSTRAW  (b2) Number of agreements with training Institutes to implement specific activities including innovative capacity-building initiatives and approaches tailored to meet the needs of specific stakeholders

**Outputs (*as funding becomes available*)**

- Capacity-building programmes, materials and tools, including best practices for gender mainstreaming and the empowerment of women are disseminated through UN-INSTRAW’s website.
- Training packages and other capacity-building tools prepared/adapted on the thematic areas of UN-INSTRAW as well as new thematic areas such as microenterprises development and other relevant issues related to the MDGs
- Capacity-building events are delivered in

partnership with key stakeholders

- e-Training materials on gender mainstreaming or women’s empowerment developed by UN-INSTRAW in collaboration with other partners (*as funds become available*)

13. The **Strategy** for accomplishing Objective 3 will include:

- Develop specific capacity-building tools using the results of UN-INSTRAW’s research in Gender, migration, remittances and development, in particular on micro enterprises; Governance and women’s

political participation at the local level; Gender, peace and security; and Gender mainstreaming in order to encourage policy change and gender mainstreaming throughout the UN system and with other stakeholders.

- Develop different platforms such as e-forums, virtual discussion groups and others to discuss relevant issues related with the main thematic areas of UN-INSTRRAW.
- Further the development and effective use of the first-ever wiki devoted specifically to gender training and capacity-building developed by UN-INSTRRAW, and assess the applicability of the wiki software to UN-INSTRRAW's other priority areas, as well as to new and emerging areas.
- Establish agreements with UN and relevant training Institutes in different regions of the world to deliver innovative capacity-building activities to empower women and to improve gender equality.
- Identify mechanisms for sustained dialogue between gender machineries, NGOs, feminist movements and the academia in different regions.

### 3. Executive Direction and Management

14. This area provides overall oversight and direction, management, leadership, and supervision to all the activities of the Institute. It is responsible for undertaking the necessary actions to procure an adequate level of funds for the Institute and to liaise with United Nations Headquarters and agencies, Member States, foundations, research and training institutions, non-governmental organizations, women's organizations and the public at large.

### 4. Administration and Support Services

15. This Area is responsible for providing all the administrative support services such as financial and personnel management, budgetary controls and logistical backstopping for the core activities and special projects to be carried out by the Institute, which have increased substantially since 2007. The activities include the formulation of budgets, financial statements, allotments and accounting reports; as well as implementation of United Nations internal control systems and procedures in the areas of personnel management, internship programme, travel, administration of health and pension fund plans, procurement of services/equipment/supplies, security and operation of UN-INSTRRAW premises. The area is also responsible for ensuring the appropriate application of relevant stipulations of the host country agreement with regard to the administrative and personnel functions of the UN-INSTRRAW headquarters. In addition, it provides all the general services and logistical support required for the implementation of special activities carried out by the Institute such as workshops, seminars and other relevant training activities. Administrative services are also provided in support of MINUSTAH's Disaster Recovery Installation.

16. In accordance with the agreement signed in 2006, UN-INSTRRAW will continue to operate as the Disaster Recovery Site for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the duration of its tenure. This agreement is in line with Security and Peacebuilding activities that MINUSTAH is undertaking in Haiti and provides the Institute with direct financial and in-kind support for its day-to-day operations

17. Table 5 includes the Expected Accomplishment and Indicators of Achievement in Administration and Support Services.

**Table 5. Administration and Support Services**

**Objective.** Administrative and support services and facilitates the expeditious and effective delivery of the Institute's programme of work.

Expected Accomplishment	Indicators of Achievement
(a) Effective and efficient utilization of resources.	(a.1) Full compliance with Rules and Regulations
(b) Delivery of direct administrative support (including administration of salaries, allowances, benefits and contracts) to international and local staff, and consultants.	(b.2) Ensure consistency and quality in the exercise of UN-INSTRRAW's financial and human resources management, while upholding the UN rules, policies and procedures.

## Outputs

-Administrative and support services provided in an adequate and timely manner for all procedures and services required from management and programming, in accordance with UN standards.

-Adequate guidance in human resources management with UN-INSTRAW staff and consultants provided.

18. The **Strategy** for accomplishing this Objective will include:

- Streamlining and modernizing procedures including the use of ICTs for efficient standardization and transparency.
- Including administrative staff in work teams to create *esprit de corps* in the attainment of common objectives.
- Reaching cost-sharing agreements with UN entities in order to work in a more efficient manner

## 5. *Estimated Budget for Operational Costs for 2008*

19. The estimated budget requirements for each Strategic Area are as follows:

### *Meetings of the Executive Board of INSTRAW*

20. The estimated requirement of US\$6,000 makes provision for holding the 2008 session(s) of the Executive Board of UN-INSTRAW.

### *Executive Direction and Management*

21. The estimated requirements for this area are US\$338,706 representing 22.8% of the total budget. This includes the salary of the Director (D-2) as well as US\$107,022 in non post costs to cover official travel, meetings and others. Although financial limitations do not allow for the budgeting of the Deputy Director (D-1) post, included in the UN-INSTRAW Statutes (ECOSOC resolution 2003/57 of 24 July 2003), it is envisaged that the corresponding recruitment process for filling the post will be initiated once funding becomes available.

### *Programming Unit (Action-oriented Research, Knowledge Management, and Capacity Building)*

22. The estimated resource requirement for the core activities of the Programming Unit is US\$774,564

representing 52.2% of the total budget.

23. This amount includes US\$406,564 to cover salaries and common staff costs of a Social Affairs Officer at the P-3 level; an Information/Communications Officer at the P-2 level in addition to a Programme Assistant (G7) and Computer/Electronic Data Processing Assistant (G6) at the general service level. The total amount for non-post costs is US\$368,000 to cover consultants, contractual services, meetings, travel of staff and supplies and materials. Extra-budgetary funds will cover additional activities in these same areas.

### *Administration & Support Services*

24. The estimated provision of US\$362,450, which represents 25% of the total budget, includes US\$176,900 to cover salaries and common staff costs for the post of Administrative Officer (P-2), a Finance Assistant (G6), an Administrative Assistant (G5) and a Chauffeur (G3) who also assists in the performance of basic tasks related to the maintenance of INSTRAW premises, at the general service level.

25. Estimated requirements under this heading also include US\$185,550 general operating expenses related to the maintenance of INSTRAW premises, maintenance of furniture and equipment, as well as costs for communications, supplies and materials.

26. The amount of US\$59,269, which is equivalent to 4 per cent of the estimated appropriations for the year 2008, is included in the budget, as reimbursement to the United Nations to cover support services provided to UN-INSTRAW by the United Nations Secretariat.

## III. Conclusions

27. At yearend, UN-INSTRAW will have completed the implementation of its Strategic Framework 2004-2007. A recent evaluation<sup>2</sup> on the implementation this Framework found that the Institute was successful in meeting the envisaged goals and outputs for that period.

28. In the implementation of its Strategic Framework 2008-2011, the Institute will continue to consolidate its research and capacity-building

<sup>2</sup> INSTRAW/EB/2007/CRP.1/Rev.1.

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activities in the previously identified strategic areas of Gender, migration, remittances and development; Governance and women's political participation at the local level; Gender, peace and security. Additionally, UN-INSTRAW will respond to the needs of women worldwide in other new and emerging areas related to the achievement of the MDGs, such as poverty alleviation, microenterprise development, information and communication technologies, health, and education, among others. In order to be able to respond to these challenges, UN-INSTRAW needs funding both for special projects and for its core activities.

29. The Institute is implementing a number of special projects for a total amount of US\$5,079,087. The implementation of special projects would usually represent 13% programme support costs for the core budget of the Institute cover the operational costs for the implementation of these projects which would permit resources for the core budget. However, because the 13% programme support costs from special projects is retained by the UN Secretariat in New York, UN-INSTRAW has lost access to these funds and the Institute bears the burden of the additional costs for implementing the projects.

30. In line with drastic austerity measures for the biennium 2008-2009 and in keeping with

recommendations from the Executive Board and the General Assembly, the proposed Operational Budget for 2008 reflects an overall reduction of 5%. Some budget lines represent the Institute's fixed costs (such as Temporary posts and Common staff costs, General temporary assistance, Rental and maintenance of equipment, Maintenance of premises, Supplies and materials, and other miscellaneous operating expenses). Reductions have been applied to the budget lines corresponding to Consultants, Contractual services, Official travel and Communications.

31. UN-INSTRAW needs funding for both its core activities and special projects. In this regard, Member States, in compliance with various General Assembly and ECOSOC resolutions, wish to consider making voluntary contributions to the Institute.

32. Table 6 presents the revised estimated budget of US\$1,540,989 for operational costs for 2008.

**Table 6. Estimated Budget for INSTRAW Operational Costs for year 2008**

Main Object of Expenditure	2008 Budget submitted to Executive Board May 2007	2008				Total Revised Proposed Budget	Difference from previous to current proposal
		Executive Board	Executive Direction and Management	Programming Unit	Admin. and Support Services		
Consultants	195,000		15,000	160,000		175,000	(20,000)
General temporary assistance	89,572		15,522	26,500	27,550	69,572	(20,000)
Executive Board Meeting	6,000	6,000				6,000	
Expert group meetings	25,000			11,500		11,500	(13,500)
Temporary posts and common staff cost	821,148		237,684	406,564	176,900	821,148	
Travel to Board Session and Official travel <sup>a</sup>	112,500		70,500	30,000	5,000	105,500	(7,000)
Contractual Services	135,000			120,000		120,000	(15,000)
Maintenance of premises	55,000				55,000	55,000	
Rental, maintenance of equipment	20,000				20,000	20,000	
Communications	22,200				20,000	20,000	(1,200)
Seminars and workshops	10,000			10,000		10,000	
Miscellaneous operating expenses	25,000				25,000	25,000	
Supplies, materials (incl. EDP) & Subscriptions	20,000				20,000	20,000	
Acquisition office automation equipment	20,000			10,000	10,000	20,000	
Acquisition of office furniture and equipment	3,000				3,000	3,000	
Subtotal operational activities	<b>1,559,420</b>	<b>6,000</b>	<b>338,706</b>	<b>774,564</b>	<b>362,450</b>	<b>1,481,720</b>	<b>(77,700)</b>
Programme support costs payable to UN HQs	62,377					59,369	
<b>TOTAL</b>	<b>1,621,797</b>					<b>1,540,989</b>	

a) All INSTRAW staff including the Director travel economy class regardless of the distance.

