



**Executive Board of the
United Nations Entity
for Gender Equality and the
Empowerment of Women**

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Management response to the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the UN-Women Integrated Budget estimates for 2016-2017

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) expresses its appreciation to the Chair and the members of the Advisory Committee on Administrative and Budgetary Questions for their valuable comments and recommendations on the Integrated Budget estimates for 2016-2017 (UNW/2015/9*). The comments and recommendations of the Advisory Committee are well received and appreciated. UN-Women would like to provide, in the following paragraphs, management's response to selected comments and recommendations, of the Advisory Committee, where warranted.

2. UN-Women highly appreciates the Advisory Committee's recommendation to the Executive Board to approve the proposed 31 new posts to strengthen the country presence in 9 field offices and also to strengthen the institutional capacities of coordination and gender mainstreaming; strategic partnerships and resource mobilization, civil society, legal and procurement. UN-Women is also appreciative of the Advisory Committee's recommendation to the Executive Board to approve the non-post requirements for a total of \$2.8 million (\$1.3 million for the field offices and \$1.5 million for the Evaluation Office).

3. UN-Women acknowledges that the Advisory Committee has commended UN-Women for its efforts in resource mobilization and expanding its resource base in particular in engaging with the private sector that would enable UN-Women to reach the proposed budget target \$880 million

in 2016-2017. UN-Women also recognizes that the Advisory Committee has commended the efforts of UN-Women to improve operational efficiency and effectiveness.

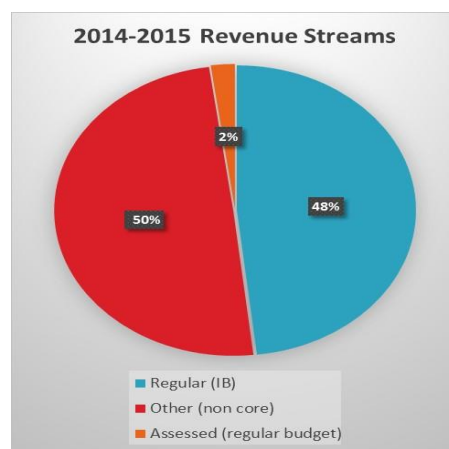
4. UN-Women takes note of the Advisory Committee's recommendation to the Executive Board to request UN-Women to further develop the analysis requested in A/RES/65/259 and to present its findings to the Board at its next meeting. In this regard, UN-Women would like to highlight the following.

- An analysis done in response to General Assembly resolution 65/259 provided a comprehensive assessment of the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, to determine whether they support, or are to be considered normative intergovernmental processes; operational intergovernmental processes and operational activities; or a combination thereof. The analysis also reviewed the funding arrangements of the entity's normative intergovernmental, and operational intergovernmental or operational activities.
- The outcome of the review found that in the majority of instances, all above functions contribute to a combination of normative intergovernmental, operational intergovernmental and operational activities. There is clear evidence of linkages and complementarity between functions and activities across the three pillars of UN-Women. Indeed, the integration and mutual reinforcement between the three core functions of the entity is consistently increasing and is expected to deepen further, for better results for women and girls, in response to commitments and action by normative intergovernmental bodies, especially the 20-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action, the adoption of the Addis Ababa Action Agenda at the Third International Conference on Financing for Development, and the anticipated adoption of the post-2015 development agenda and climate agreement later in 2015; as well as the 15-year high-level review of the implementation of Security Council resolution 1325 (2000) on women and peace and security. These global commitments require an integrated approach to maximize impact. The ability to provide holistic and synergistic responses to the world's most pressing gender equality issues uniquely positions UN-Women as a sustainable development multiplier within the UN system. Further enhancements of UN-Women's composite mandate place the entity in a unique position and make it 'fit for purpose' to support, follow-up and help member states implement the enhanced global normative framework for gender equality and the empowerment of women. Adequate funding for all UN-Women functions is essential for realizing anticipated results.
- With regard to the source of funding for the functions under consideration, it is clear that resources from the Regular Budget, i.e. assessed contributions, and the Integrated Budget resources are intertwined in supporting normative intergovernmental processes, operational intergovernmental processes and operational activities. In the case of the evaluation function, for example, it is clear that while it serves both operational and normative processes, funding to date has been solely from Integrated Budget resources.
- Since inception, there has been a significant expansion of UN-Women's normative support to, and engagement with, at least 15 global intergovernmental processes and bodies. These include

support to the Commission on the Status of Women, the United Nations Economic and Social Council, the General Assembly and Security Council, as well as engagement with current processes such as the post-2015 development agenda, Financing for Development, climate change or Habitat III. UN-Women is also required to follow up on the outcomes of such processes and support their implementation.

- Thus with the analysis referenced above, even though as the ACABQ rightly notes the Integrated Budget proposals did not contain analysis further to what was presented in the 2014-15 budget proposal, significant ground has actually been covered in addressing the ACABQ's recommendation to develop an analysis subsequent to resolution 65/259.
- 5. UN-Women notes the Advisory Committee's view 'that there is a lack of clarity with regard to the funding model of the entity as referenced in paragraph 11 of the ACABQ report. UN-Women receives voluntary contributions to regular and other resources and also receives resources from assessed contributions. The Integrated Budget covers voluntary contributions to regular and other resources and the Regular Budget covers assessed contributions to service the normative intergovernmental processes.
- 6. The IB document provides information on the funding model as it covers all cost categories and funding sources (except from assessed contributions) within a single, consolidated proposal. Furthermore, financial tables in the Integrated Budget document, in particular Table 1, Financial Framework, as well as Table 2, Integrated Results and Resources Framework, provide detailed information on the budget estimates for both, regular and other resources. Additionally, section II.A, Financial Context, of the proposed Integrated Budget 2016-2017 describes UN-Women's resource mobilization efforts and projections. For the purpose of further clarity, Figure I below provides a graphic illustration of UN-Women's revenue components as were projected for 2014-2015.

Figure I



7. UN-Women acknowledges the Advisory Committee's view that senior level posts should be classified and their functional levels established before they are presented to the Executive Board. Annex 1 contains the job classifications of all three proposed D1 post reclassifications and annex II provides additional quantitative details that address the Advisory Committee's view that insufficient quantitative information was presented to assess the growth in functions and responsibilities.

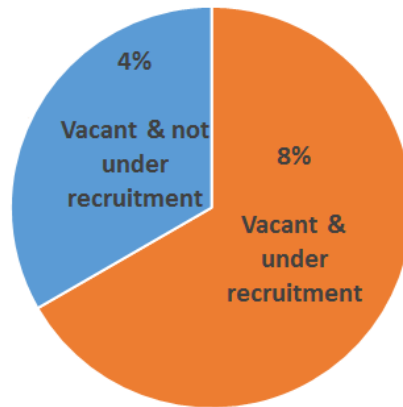
8. While UN-Women notes the Advisory Committee recommendation for the Executive Board to approve a vacancy rate of 10 per cent, UN-Women believes that the rate of 5 per cent as proposed in the IB 2016-2017 is:
 - More financially sustainable to ensure that UN-Women receives sufficient resources to carry out its mandate at optimal staffing levels; and
 - More aligned with a current analysis that shows that two thirds of vacant Integrated Budget positions are at various stages of recruitment with 40 per cent of these expected to be filled imminently (interviews completed).

By contrast, a 10 per cent vacancy rate would impose a significant restriction on recruitments to ensure that the post expenses are within the approved appropriations. Furthermore, it would restrict UN-Women from moving towards decreasing the current vacancy rate and confine the organization to a 10 per cent vacancy rate.

Since 2012 the vacancy rate has consistently been decreasing (from 22 per cent in 2012 to 12 per cent currently). UN-Women expects that the decline in the vacancy rate will accelerate in 2016-2017 given that (i) the regional architecture has been consolidated, (ii) recruitment processes have been streamlined, and (iii) capacity for administration of human resources has been strengthened. Figure II below illustrates how the 12 per cent vacancies are split between posts under recruitment and expected to be filled imminently and those that are vacant and not under recruitment.

Figure II

2015 divided into actual vacancies and posts under recruitment



9. Thus, UN-Women believes that the 5 per cent vacancy rate is more supportive to ensure delivery of development results and accordingly the proposed \$196.4 million Institutional Budget should be considered by the Board.

To conclude, as noted above, UN-Women highly appreciates the Report of the Advisory Committee on its Integrated Budget for 2016-2017.