

Executive Board
Informal Discussion,
August 25, 2017

Structured Dialogue on Financing the UN-Women Strategic Plan 2018-2021



United Nations Entity for Gender Equality
and the Empowerment of Women

UN-Women Structured Dialogue on Financing 2017

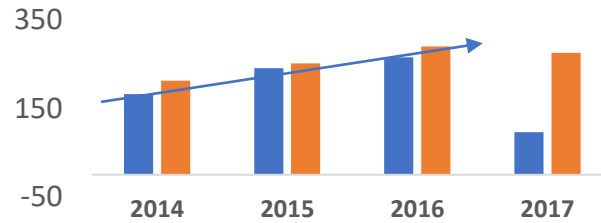
- **Trends to date:**
 - **Growth of Regular Resources (core) and Other Resources (non core)**
 - **Large non-DAC support (82 Member States)**
 - **Acceleration of revenue from the private sector (doubled in 2016)**
 - **Assessed contributions only = 0.3% of UN Regular Budget, which further burdens core**
- **Accelerated delivery rate and enhanced programmatic focus**
 - **resulting in greater scale for each outcome**
- **Growing a balanced portfolio**
 - **and proactively developing pipeline for each strategic priority**
- **A reasonably ambitious target for 2018-2019**

UN-Women Structured Dialogue on Financing 2017

- **A clear resource mobilization strategy based on segmentation and risk analysis**
 - **A clear roadmap to secure resources** for the implementation of the new Strategic Plan
 - **Accelerated diversification** and support from the private sector
- **Seeking sustained growth in Member States' support** to ensure the integrity of the Strategic Plan
 - **The leveraging ratio is high**, which is positive and demonstrates UN-Women's ability to capitalize on the small amount of core resources it receives to mobilize large amounts
 - **Sustainability requires sustained efforts in growing core** in a context of limited assessed and core contributions for a triple mandate
 - **A small shift would be impactful:** The incremental rise from 2016 to 2019 to add 60 million to core resources represents only 0.2% of voluntary contributions to CEB agencies.

Tracking Resources and Impact

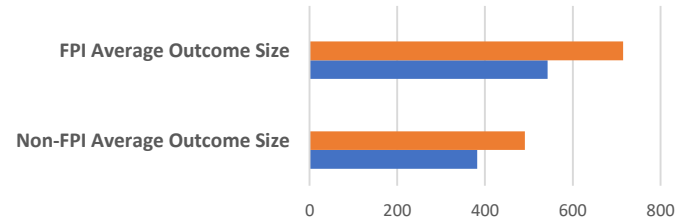
1. Stronger program delivery



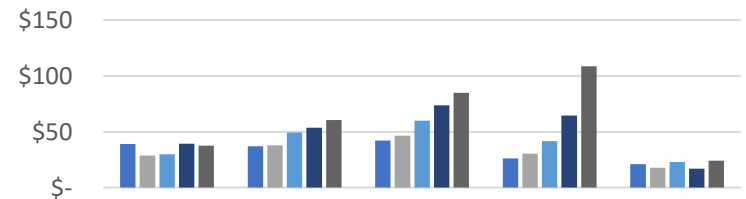
2. Enhanced program focus



3. FPI support to focused pipeline development



4. Growing a balanced portfolio

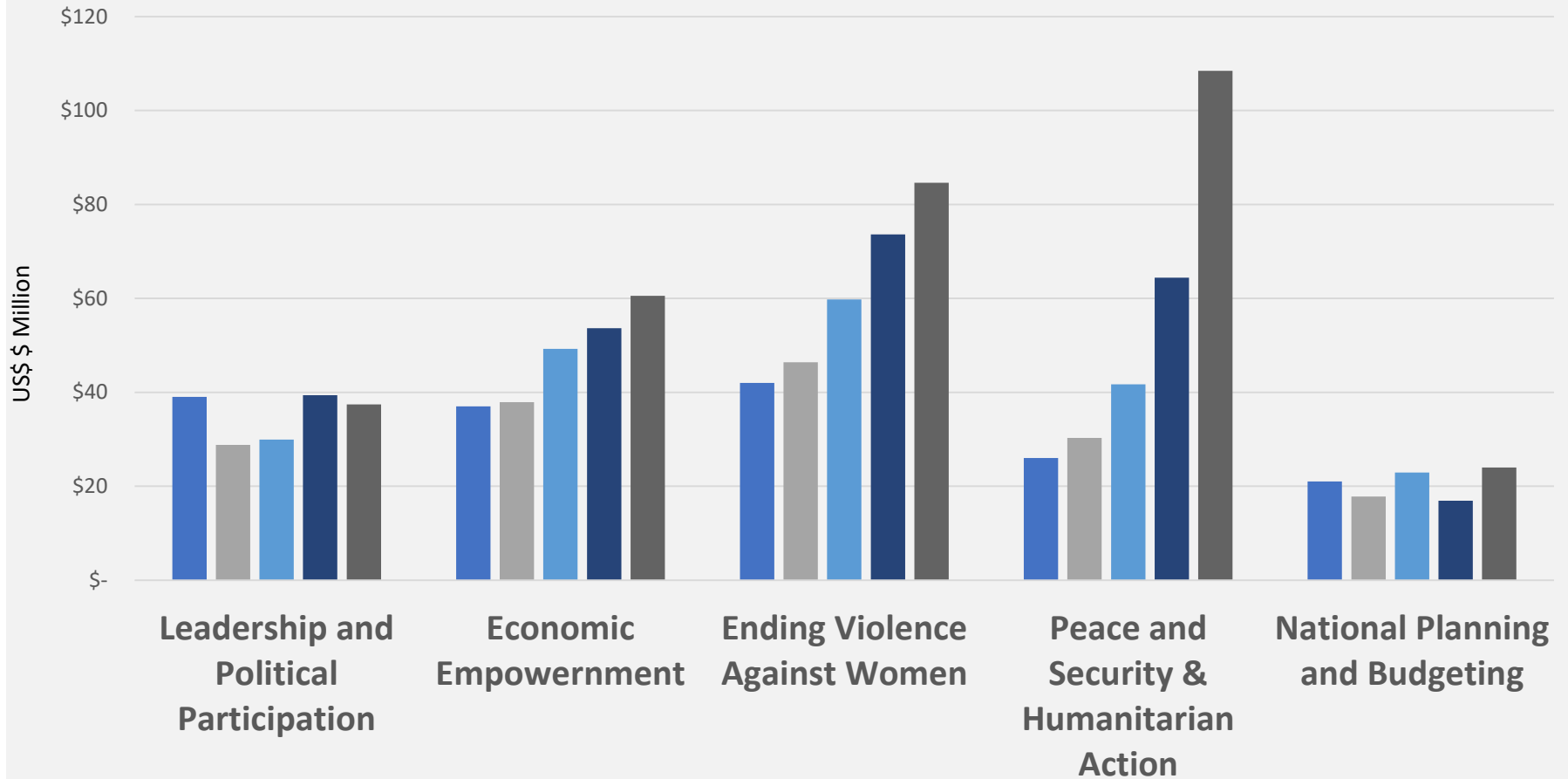




United Nations Entity for Gender Equality and the Empowerment of Women

Growing a Balanced Portfolio 2013-2017

■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017





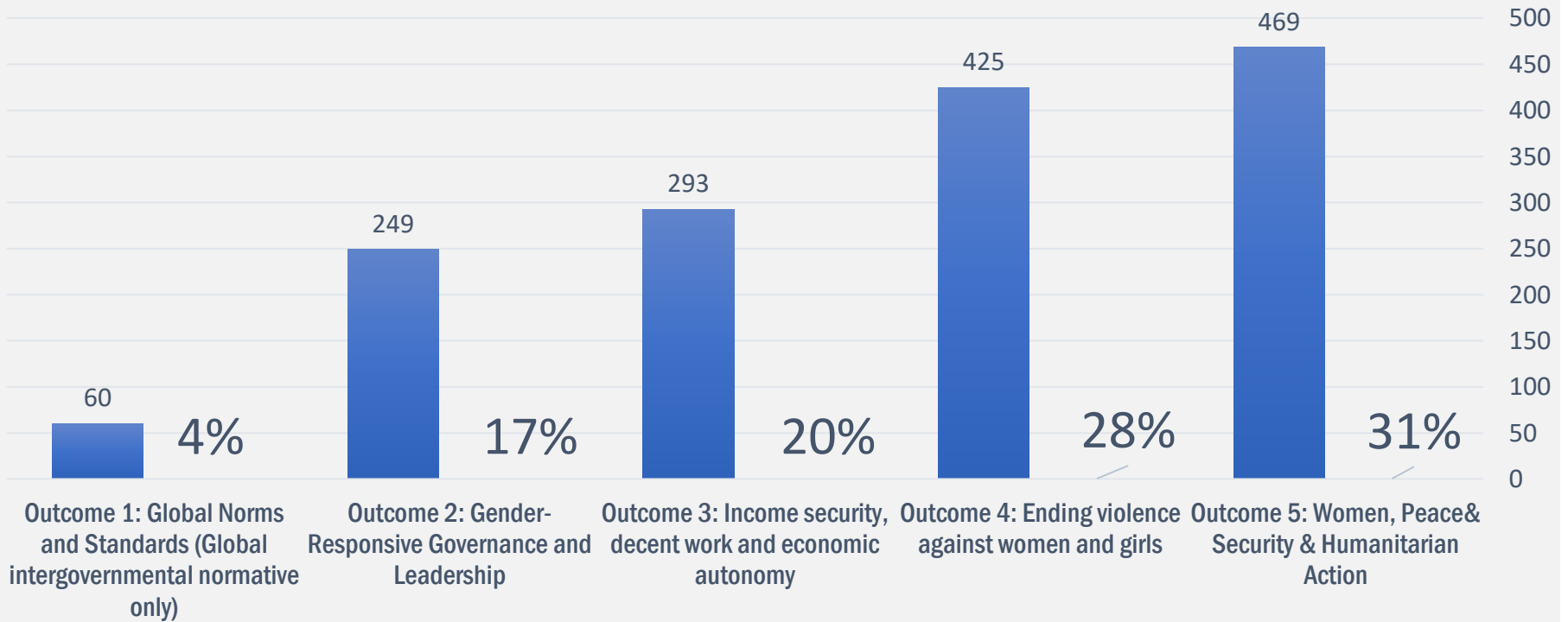
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Integrated Results and Resource Framework

(by strategic outcome)

2018-2021

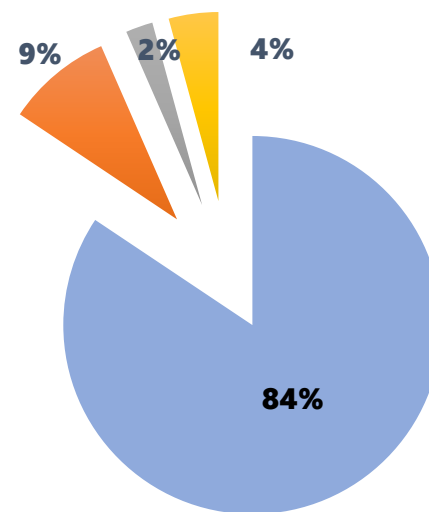
Voluntary and assessed contributions, over 4 years, in US\$ Million and % by strategic outcome



Overall Resources

- Between 2012 and 2016 revenue grew on average $\pm 10\%$ per year
- Regular Resources are under-dimensioned, undermining also the capacity to tap new resources
- Most rapid growth: non traditional donors (Contributions from the private sector & National Committees doubled from 2% to 4% in 2016)
- Significant Other Resources from joint programs

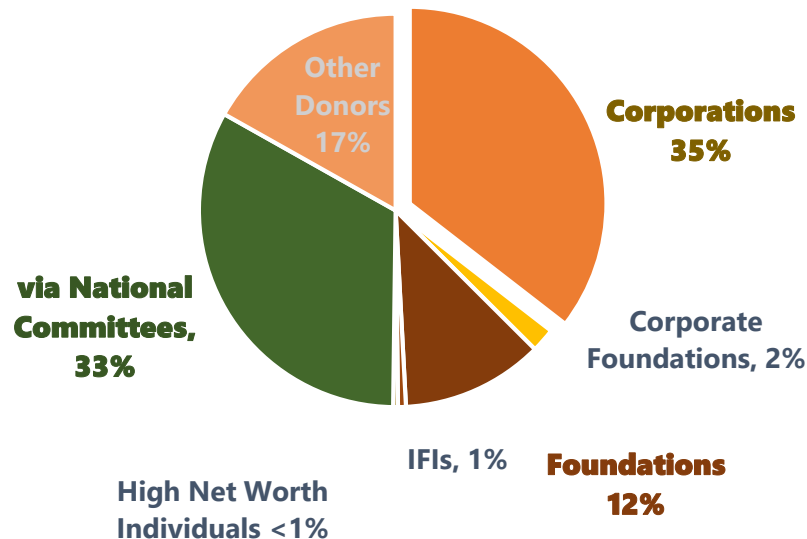
Sources of Total Income in 2016: US\$ 327.3 Million



■ 108 governments ■ United Nations
 ■ UN Assessed Fund ■ Other



Distribution of "Other Income" in 2016: \$14 million



Regular Resources

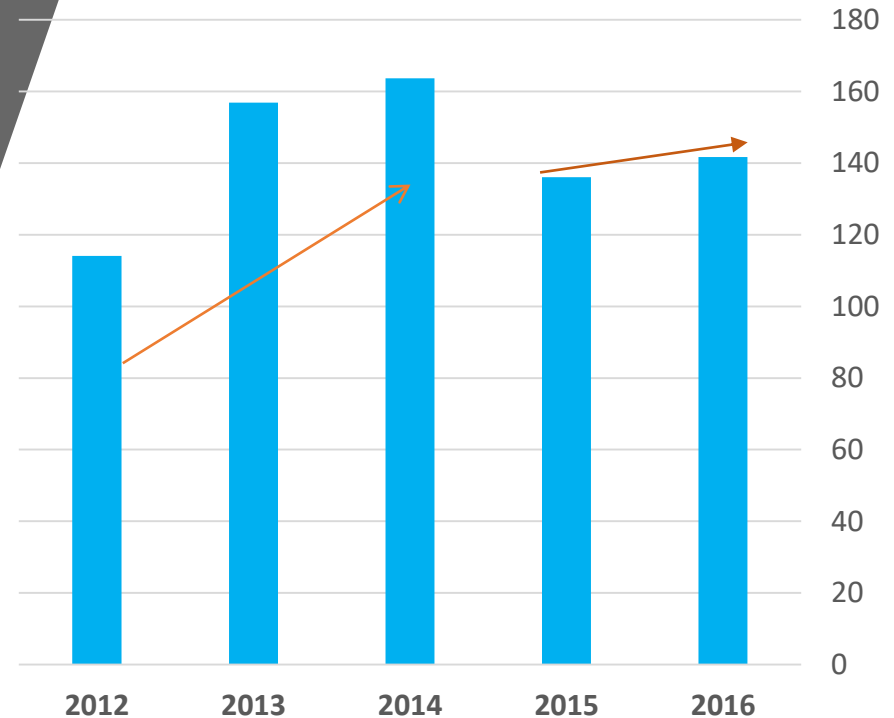
Regular Resources (core) have grown 24% between 2012-2016

In 2016, 43 Member States increased their core support, with 21 countries doubling or more than doubling their core contributions

However, the pace of Regular Resources (core) growth remains the slowest of all revenue sources (except assessed contributions)

Sustained growth – the fastest of sister agencies – albeit from a low base

Regular Resources - in USD Millions



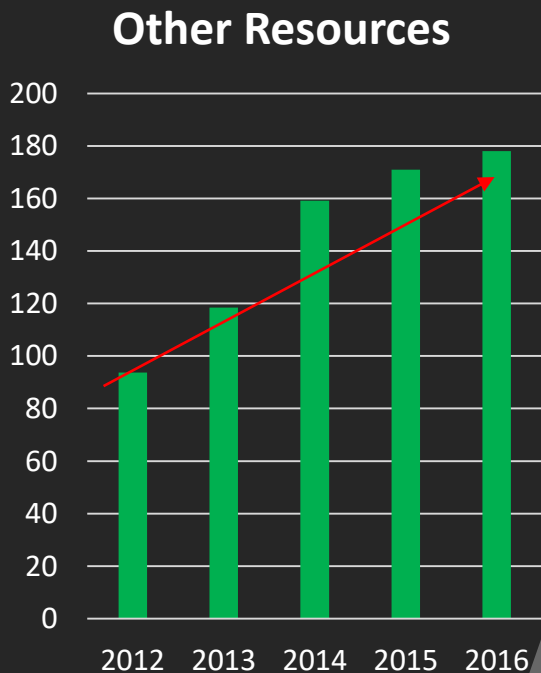
As with all sister agencies, 2015 saw a drop in Regular Resources, with growth resuming slowly in 2016.



Other Resources

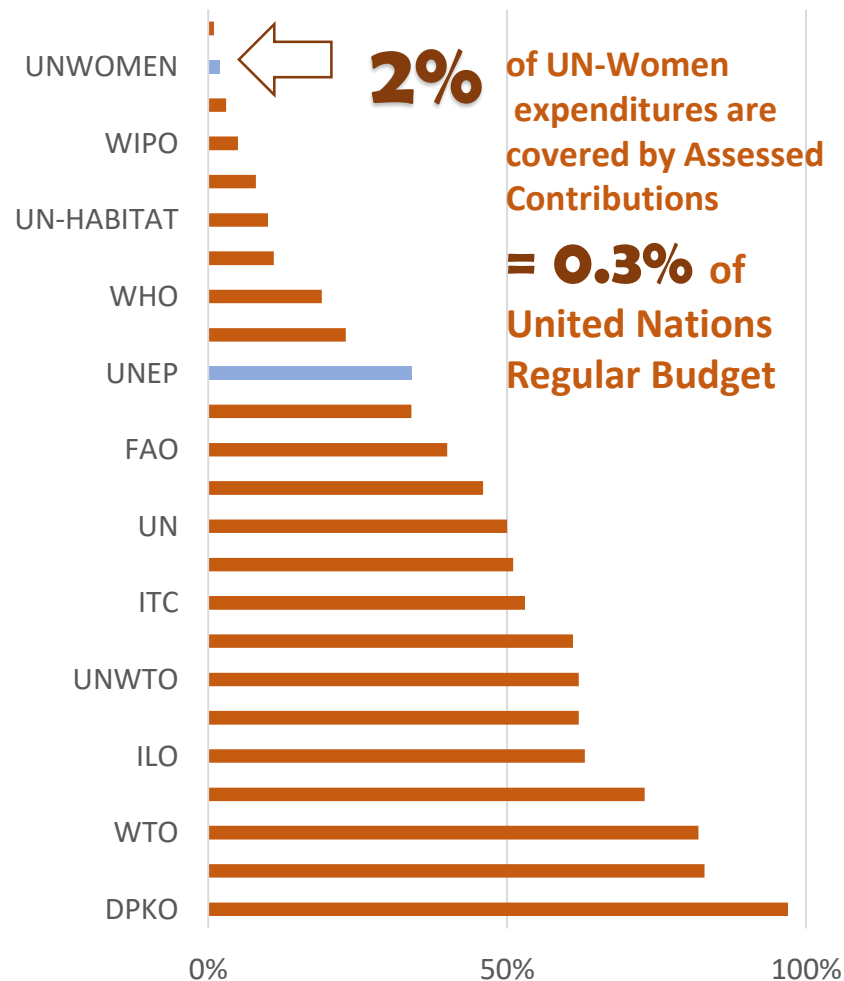
The growth of Other Resources has outpaced growth in Regular Resources.

Sustained growth since 2012: contributions have almost doubled since 2012.

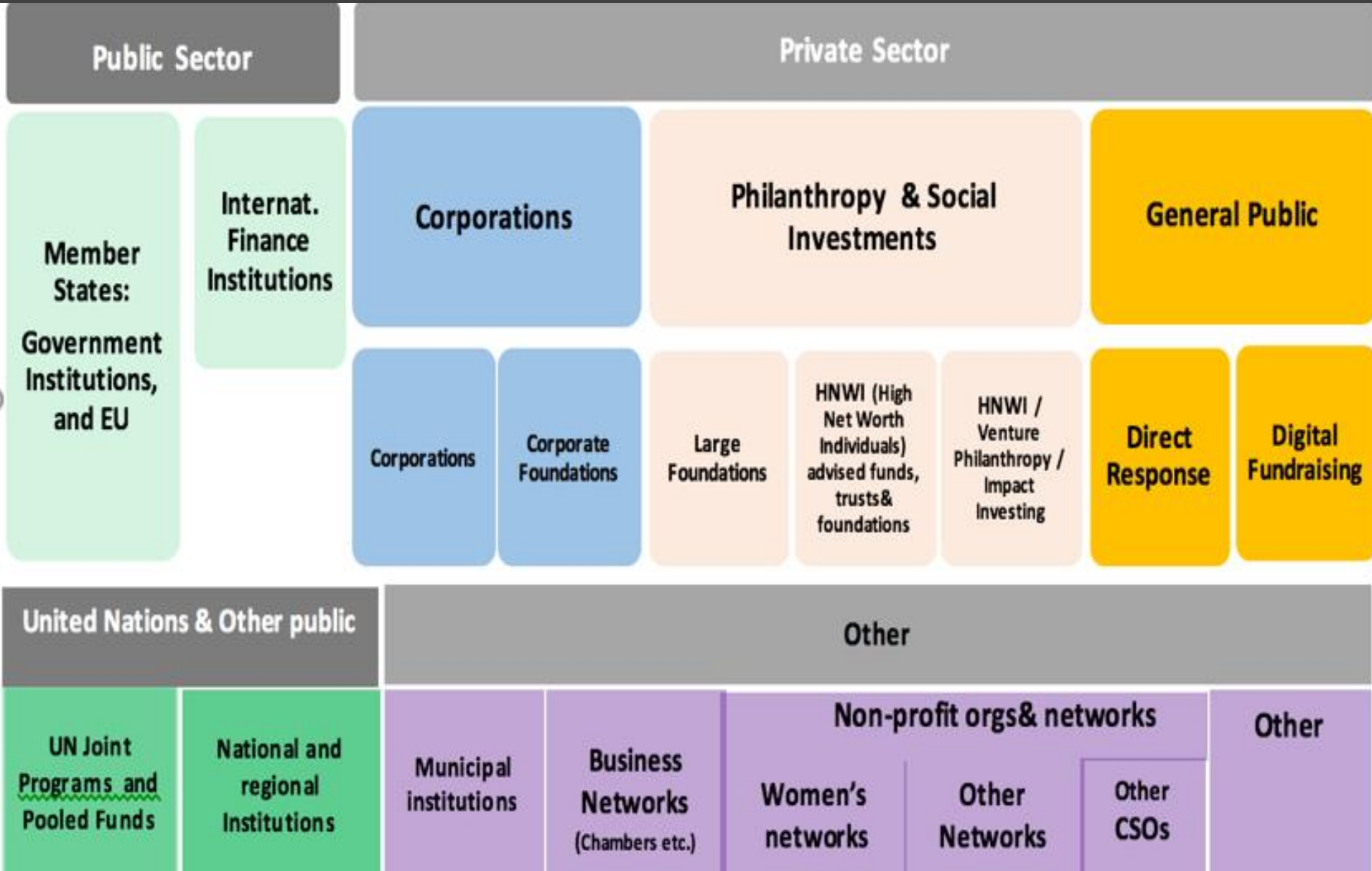


Assessed Contributions

Assessed contributions represent only +/- 2% of expenditures
Thus voluntary contributions help fund normative intergovernmental and UN coordination processes.



UN-Women Revenue Streams and Segments – current and future



2018-2021

RAPID GROWTH OF PRIVATE SECTOR CONTRIBUTIONS

Building on solid track record, and expanding the engagement of **corporations** and **large foundations**, initiate engagement of **high-net-worth individuals**; and build a growing pool of general public support through **digital giving** and/or **national committees**.

JOINT PROGRAMS TO CONTINUE TO GROW

Efforts will be sustained to deliver-as-one while delivery capacity is being strengthened, thus UN joint programmes and pooled funds will experience a faster pace of growth.

CONTINUED PROGRESSIVE GROWTH OF CONTRIBUTIONS FROM MEMBER STATES

Growth of RR and OR contributions from governments will remain progressive and is essential to the success of the Entity.

ANALYZED EACH INCOME SEGMENT

ASSESSED RISK AND OPPORTUNITIES

DEFINED STRATEGIC PATH PER SEGMENT

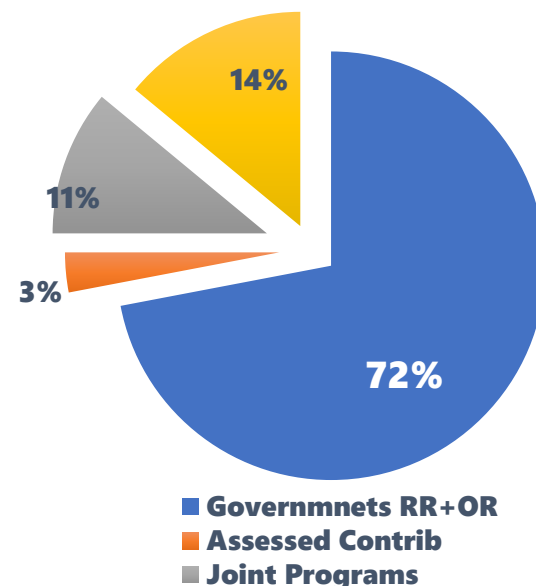
PLANNING DIFFERENTIATED GROWTH AMONG INCOME SEGMENT

DEVELOPING NEW/BETTER FUNDRAISING INSTRUMENTS

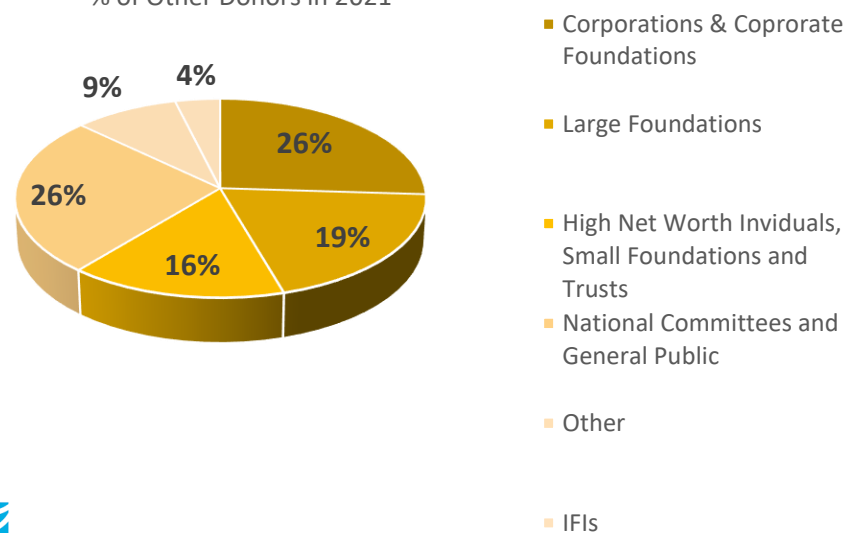
End State

Evolution of income to 2021

- Funding mix improved as Member States' regular and other resource contributions evolve from **84% to 72%** of overall income.
- A larger share of private sector (from **4% to 14%**)
- A healthy share of joint programs (from **9% to 11%**)



% of Other Donors in 2021



What will it take?

Current Core Gap < 60 M/year

Shift needed < 0.2% of
voluntary contributions to
CEB UN Agencies

Or 1.3% of core voluntary
contributions to these agencies

A small shift would
have great impact

(CEB 2105 data)

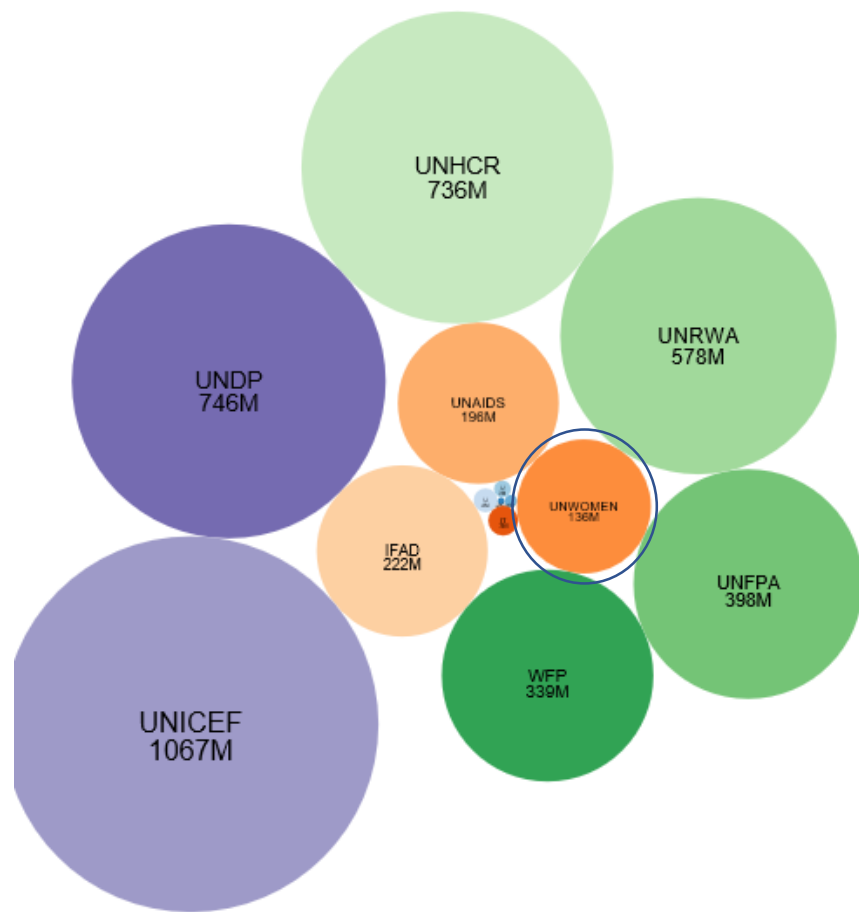


UN-Women:

CORE TARGET 2018-2019: 200 Million

CORE CONTRIBUTIONS 2016: 142 Million

CEB AGENCIES VOLUNTARY INCOME:



Source: CEB 2015 data

Currently complement the excessively low Assessed Contributions

- the GA noted with concern that UN-Women has to draw on voluntary contributions for normative intergovernmental and UN coordination processes

Core contributions guarantee institutional capacity, allowing UN-Women to

- plan ahead, be responsive and strategic
- strengthen oversight, accountability and adaptive management
- advance UN system coherence and coordination
- leverage other resources to provide predictable financing

Great leveraging ratio 1:4

- demonstrates UN-Women's ability to capitalize on the small amount of core resources it gets to mobilize large amounts

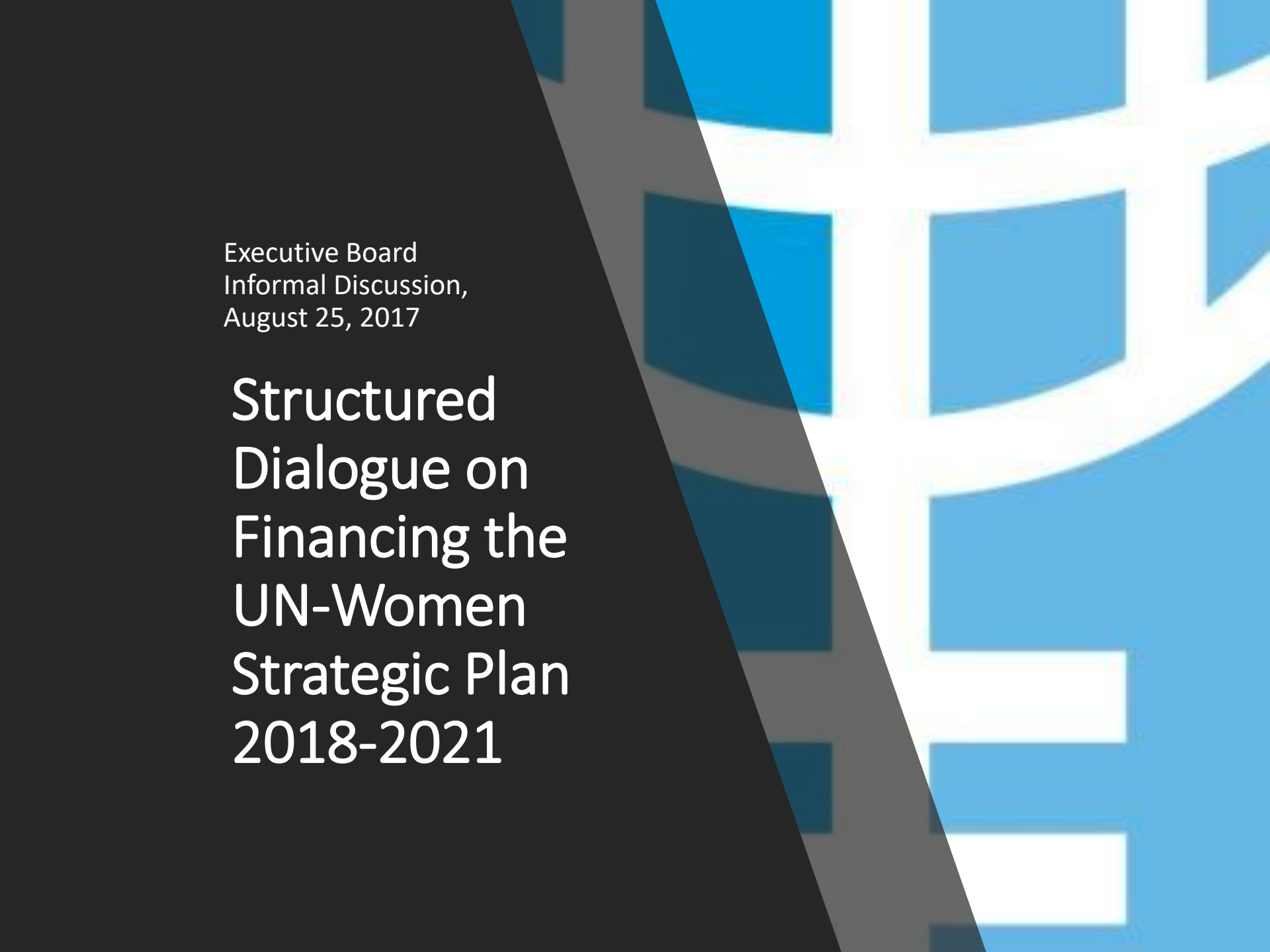
In Brief

A very reasonably ambitious target for 2018-2019, it is achievable with:

- 1) **strategic diversification of income: fast growth from private sector and non traditional segments.**
- 2) **sustained support from Member States: continued pace of contributions growth +/- 9% per year**

Meanwhile, we will:

- (i) **ensure balanced** portfolio development in line with the Strategic Plan (i.e. accelerate pipeline development for women's political empowerment)
- (ii) **further focus programs** to achieve transformative results and reduce transaction costs; and
- (iii) continue investing in staff, partnership, business process and program information **systems development to support delivery on time, on scope and on budget**



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