

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), Acceleration of revenue from non traditional donors
- **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

- **Developed a clear resource mobilization strategy based on segmentation and risk analysis**
  - providing the entity with a **clear roadmap to ensure that sufficient resources are available** for the implementation of its new Strategic Plan
- **Seeking sustained growth of Regular Resources & quality Other Resources 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 gets to mobilize large amounts,
  - **Sustainability requires sustained efforts in growing core** in 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

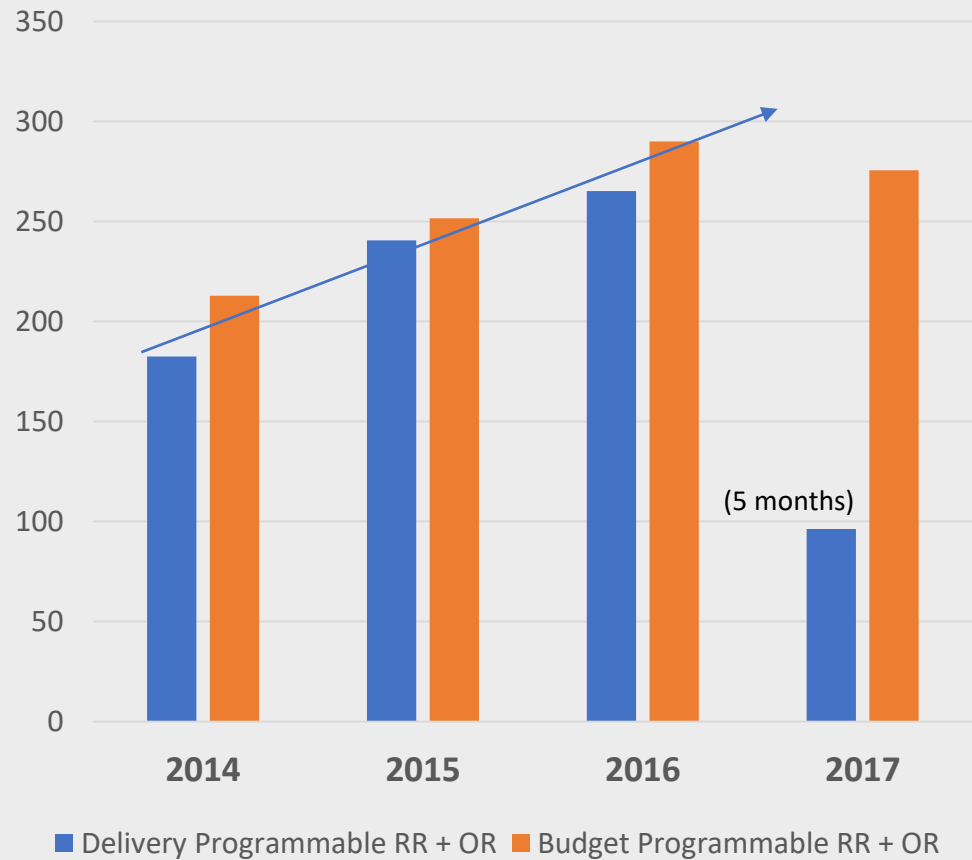


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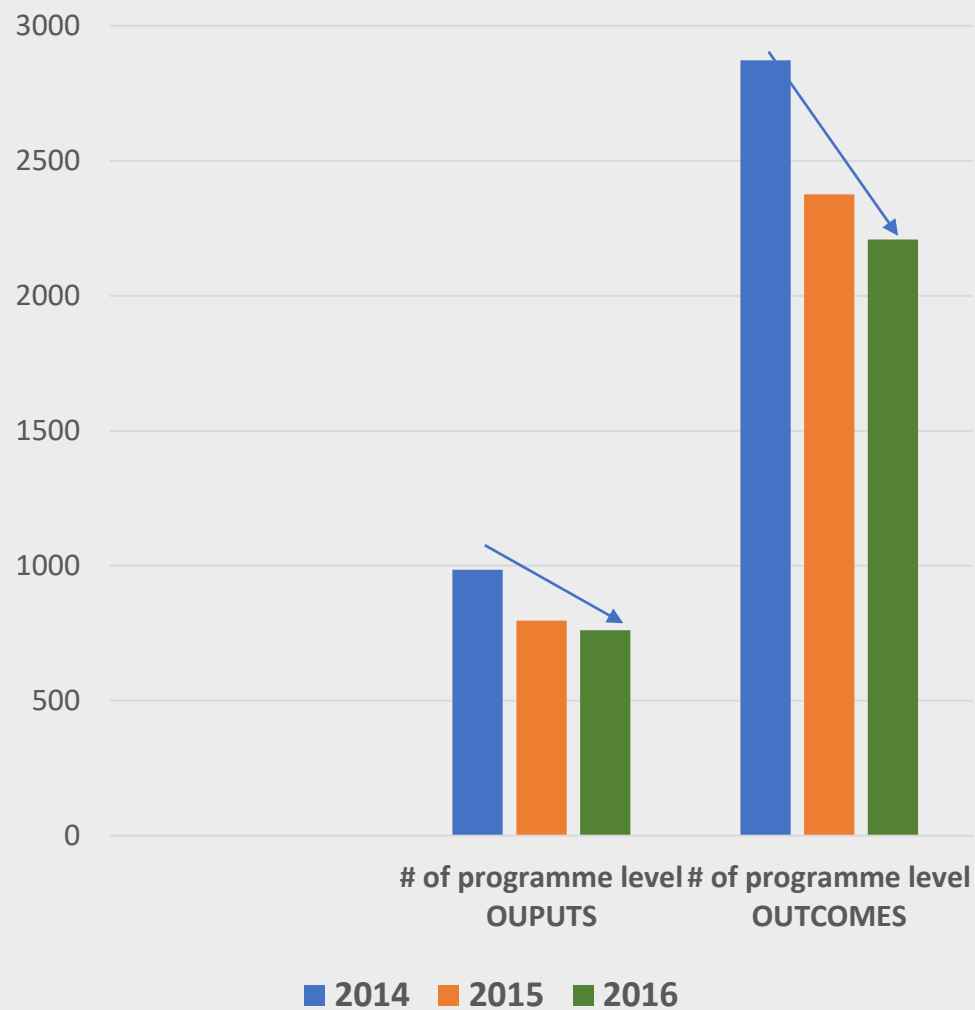


Stronger  
Programme  
Delivery

## Budget and Delivery Programmable RR+OR



# Enhanced Programme Focus

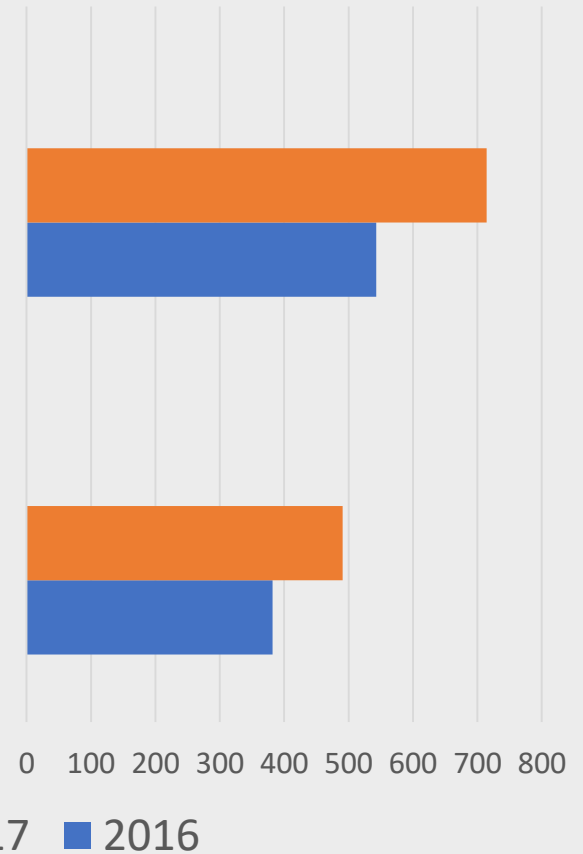


Great progress on programmatic focus – further focus in new Strategic Plan

# FPI support to pipeline development efforts

## FPI Average Outcome Size

## Non-FPI Average Outcome Size

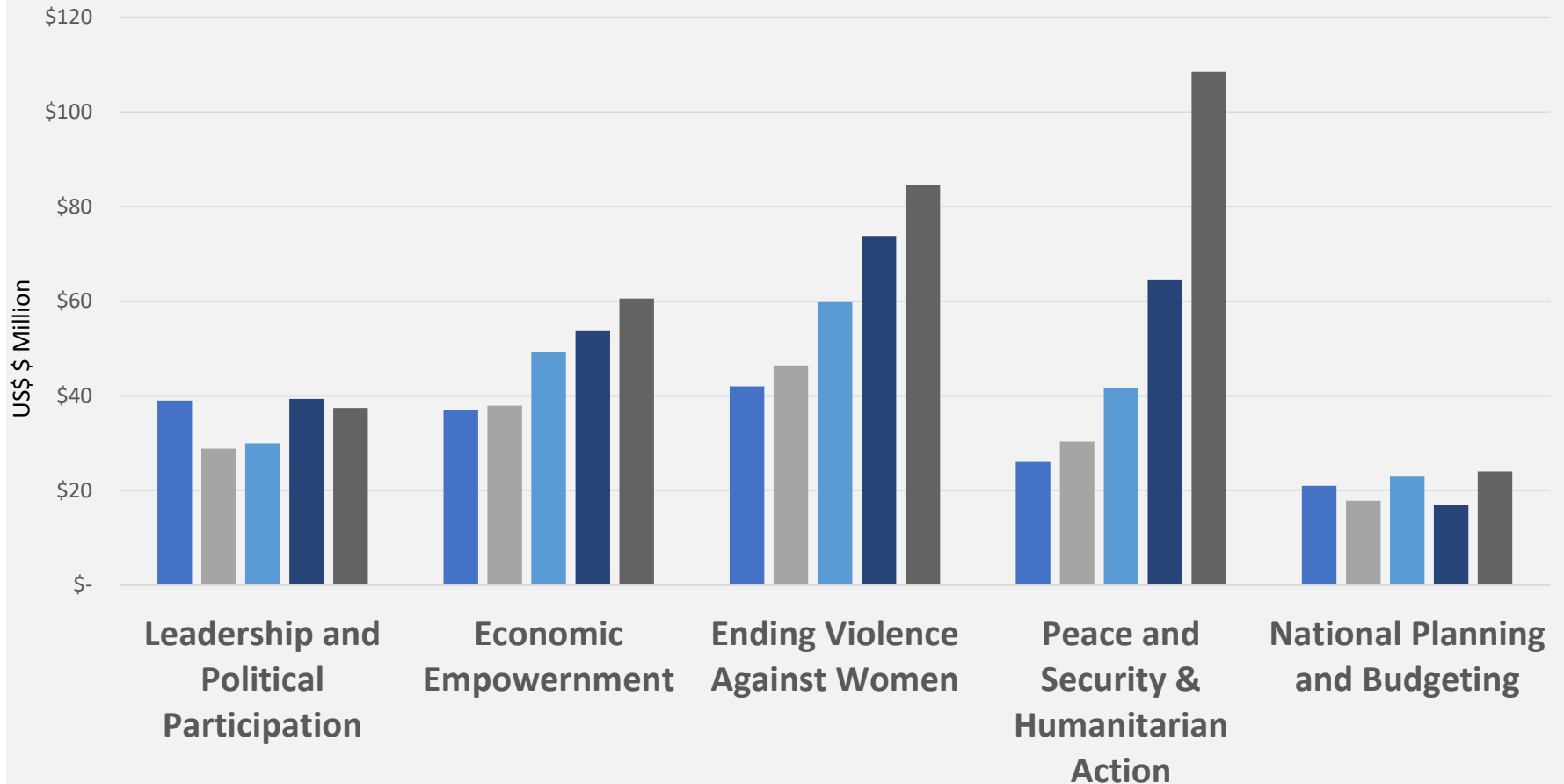




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# Growing a balanced portfolio

■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017

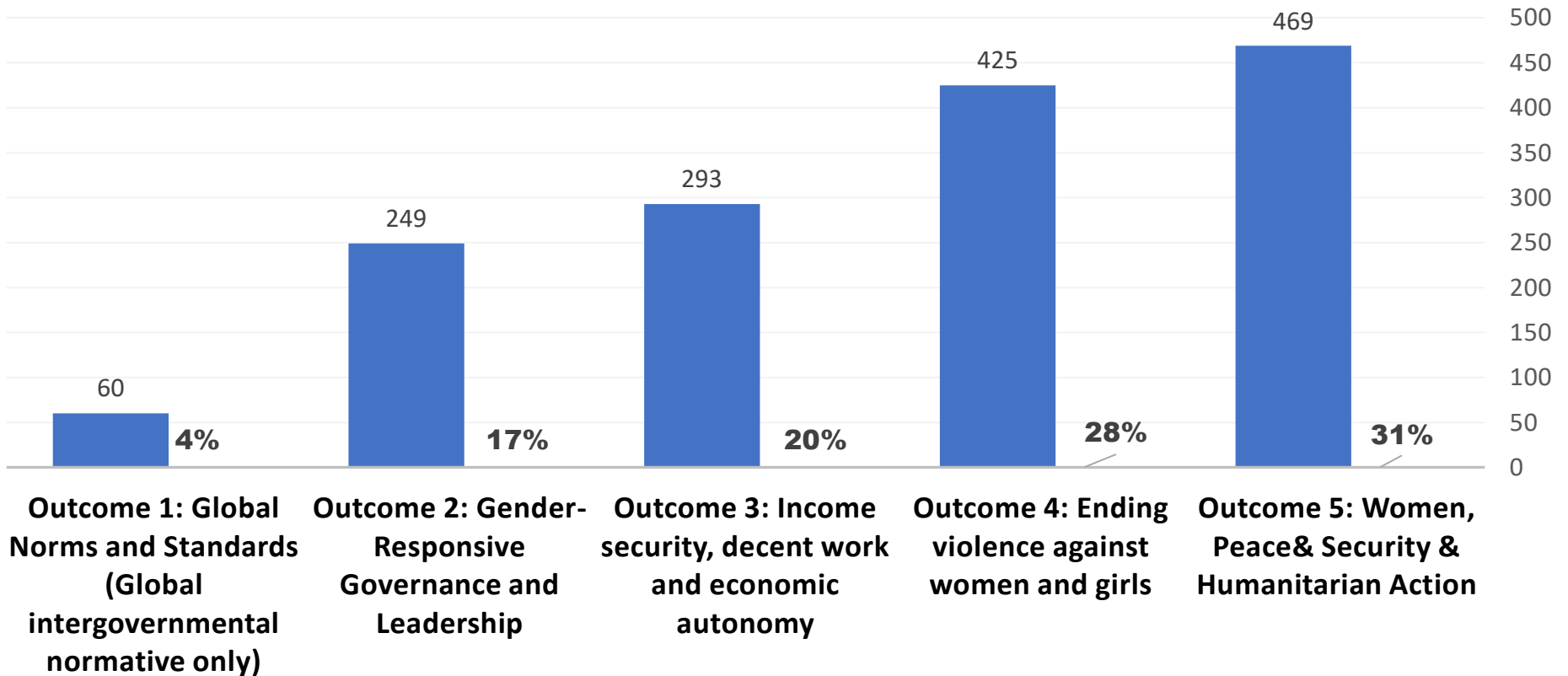




# Integrated Results and Resource Framework

(by strategic outcome)  
2018-2021

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





# Funding: Taking stock



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# 2016 Revenue Results and Sources

**2016 Revenue: US\$ 327.3 Million:**

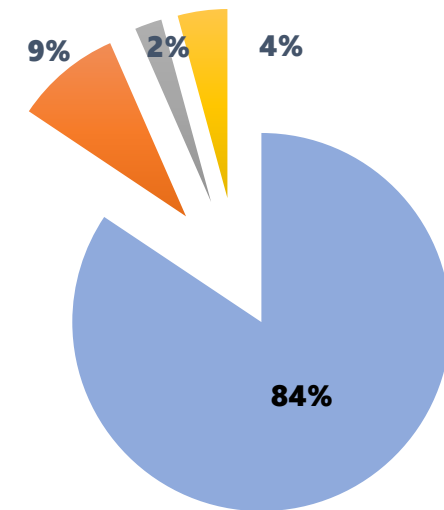
Regular Resources 142 M

Other Resources 178 M

Assessed Resources 7.6 M

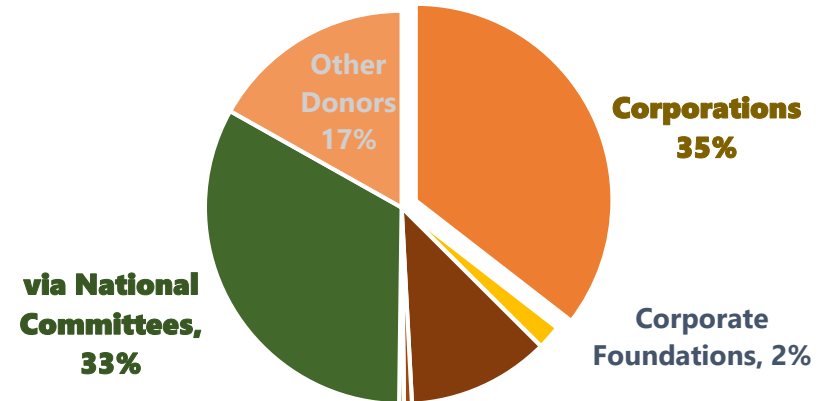
- ❖ **9% of income from United Nations**, mostly joint programs with UN agencies.
- ❖ **Contributions from private sector & Nat Coms** doubled from 2 to 4 percent in 2016.
- ❖ **108 member states** provide 84% of resources, including 82 non DAC countries providing 5% of total contributions from member states.

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



■ Governments      ■ United Nations  
■ UN Assessed Fund      ■ Other

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



IFIs, 1%  
High Net Worth  
Individuals <1%

# Regular Resources

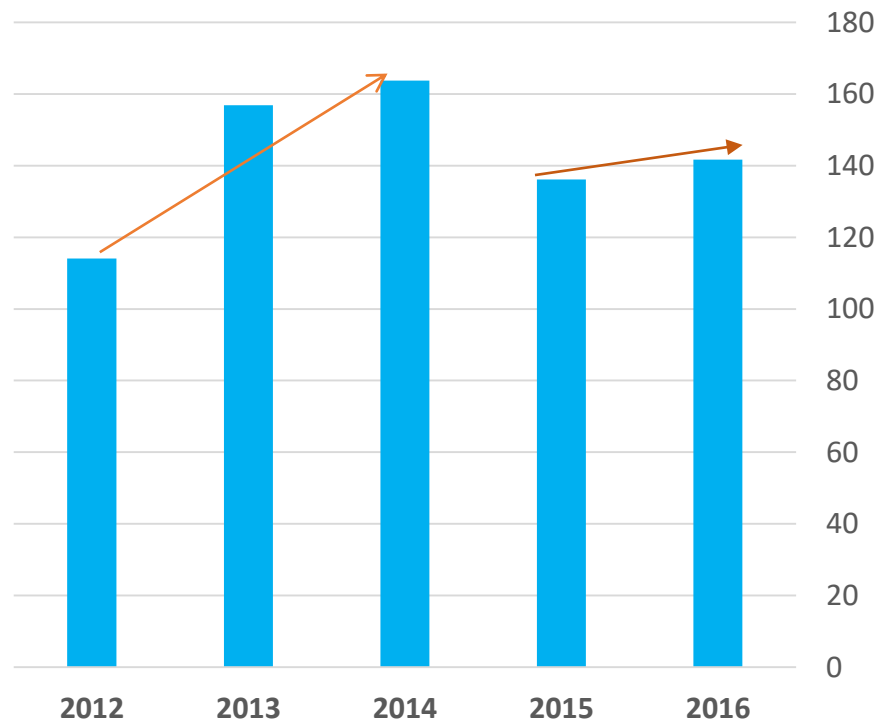
Regular (Core) Resources have **grown 24% between 2012-2016**

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

Regular (Core) Resources - in USD Millions



# Assessed Contributions

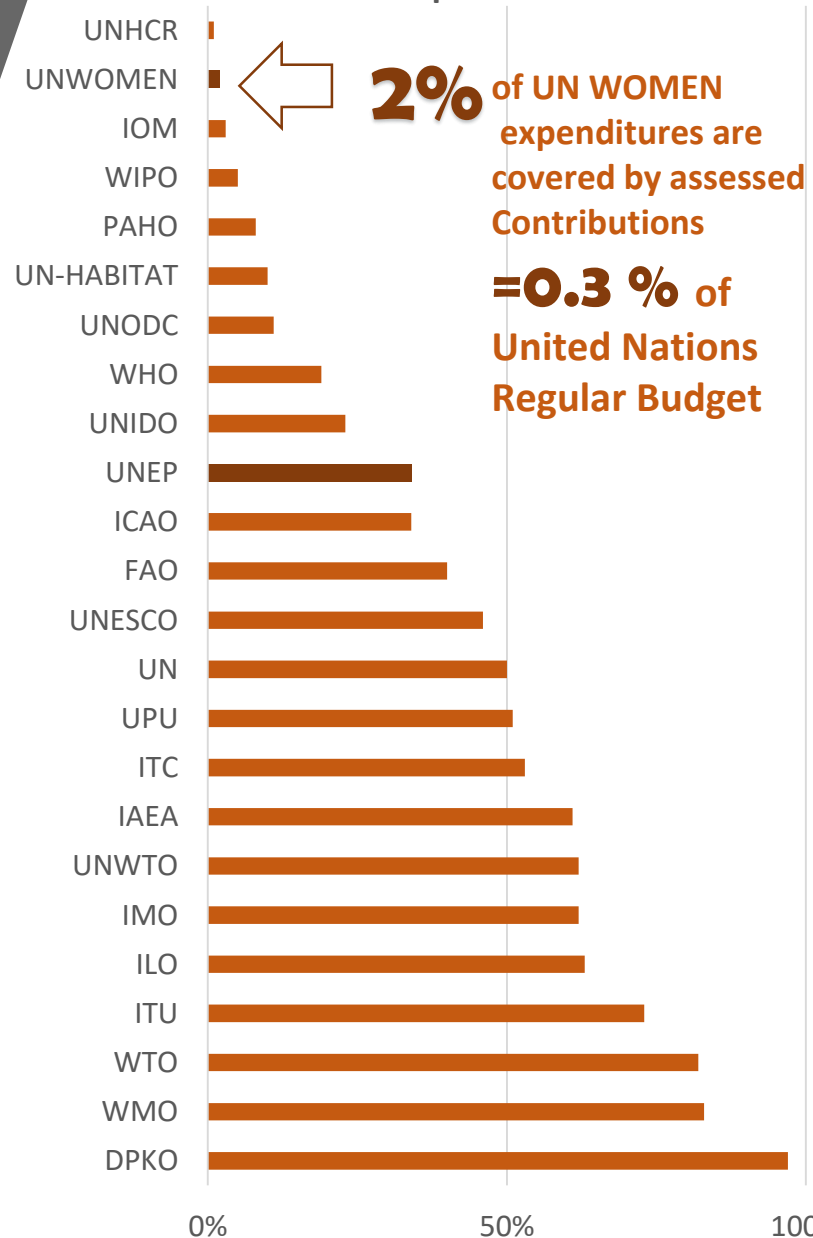
2016 Assessed Resources: US\$ 7.6 M

For the biennium 2014-2015 and 2016-2017 **assessed contributions represented +/- 2 percent of overall budget.**

The GA noted with concern that UN-Women has to draw on voluntary contributions for normative intergovernmental and UN coordination processes. In response, the **UNSG has proposed a small increase in UN-Women's assessed contribution for 2018-2019.**



Ratios of assessed contribution to total expenditure

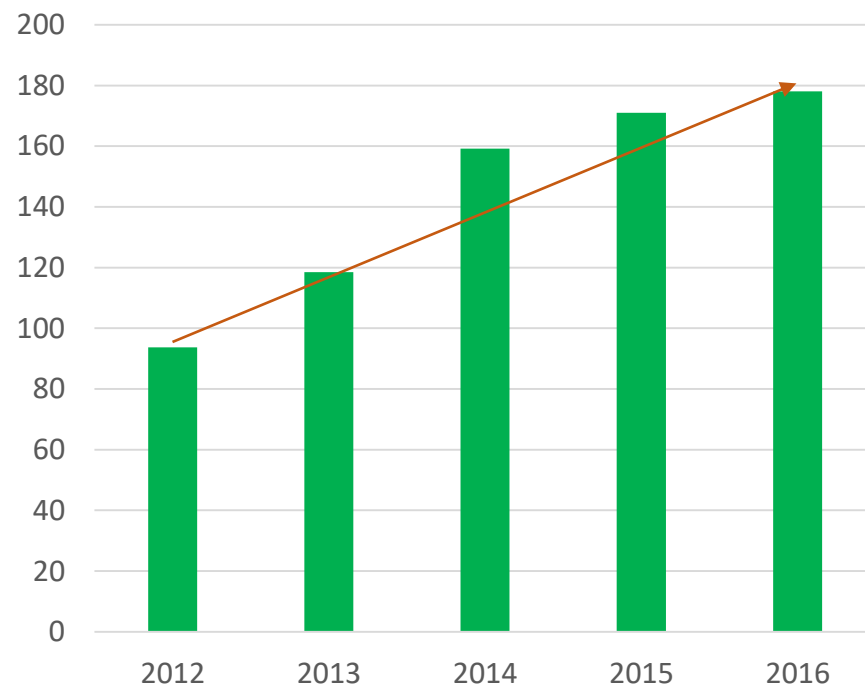


# Other resources

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

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

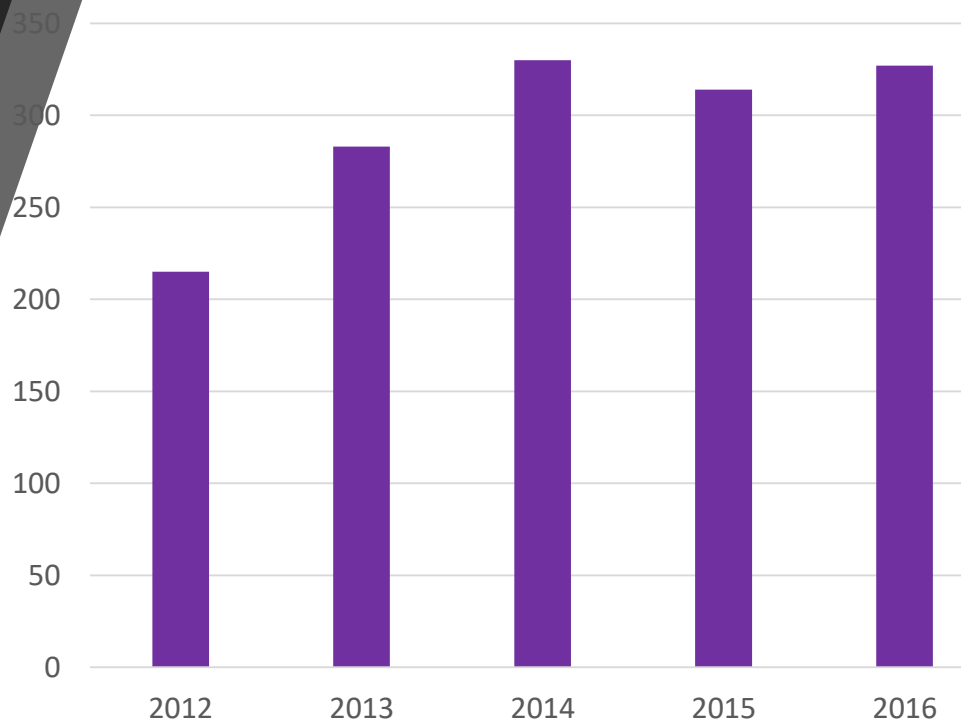
## Other (Non Core) Resources



# Overall resources

- **Between 2012 and 2016 revenue grew on average  $\pm 10$  % per year** (2015 hiatus shared by all agencies)
- **Regular Resources are under-dimensioned, undermining also the capacity to tap new resources.**
- Some progress with flexible other resources (thematic or national level)
- **Most rapid growth is with non- traditional donors**
- **Significant Other Resources from joint programs**

Overall Income





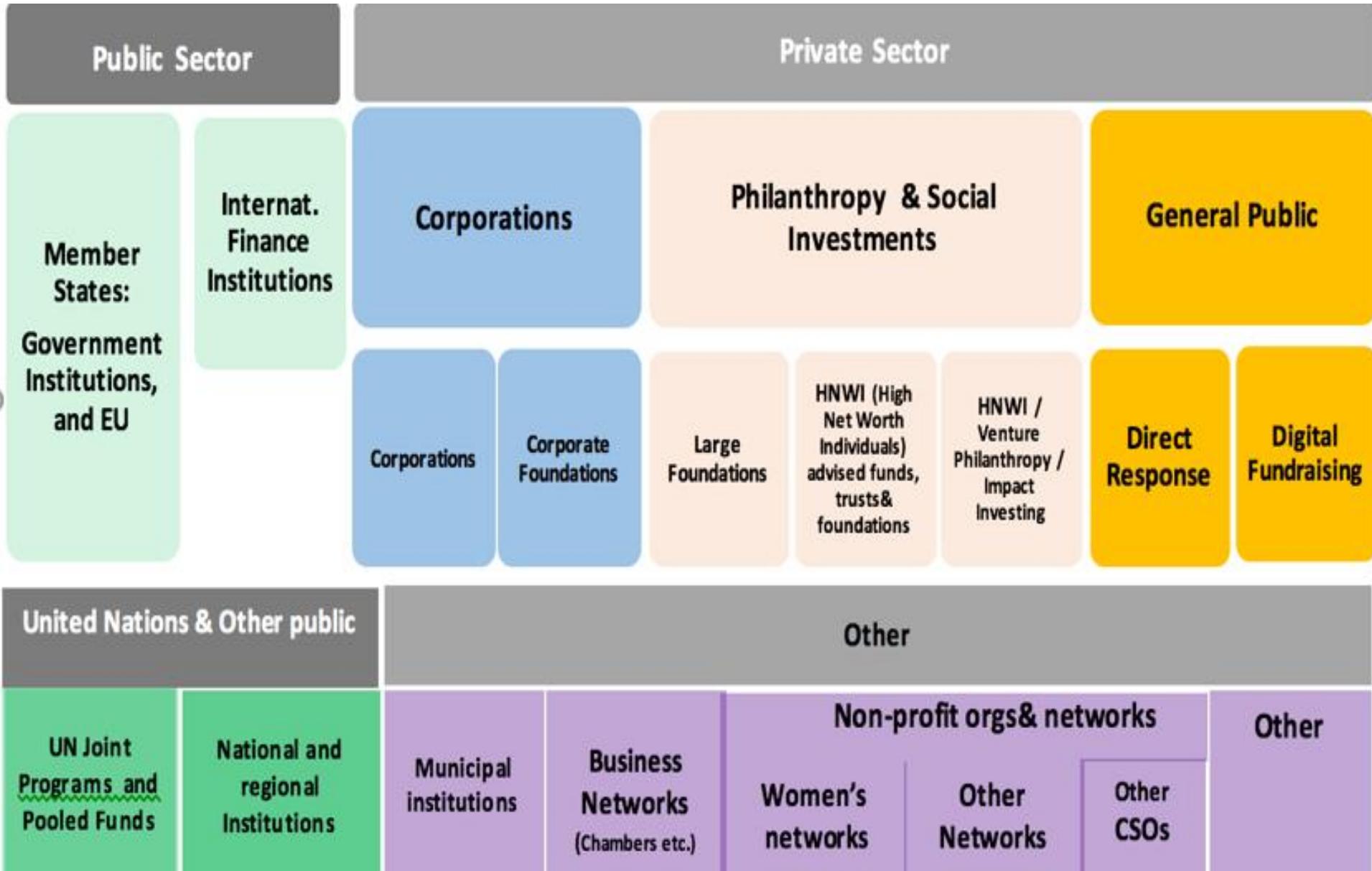
# Enhancing Resource Mobilization



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# UN WOMEN Revenue Streams and Segments – Current and future



# Methodology for Resource Mobilisation Strategy

- Market Potential
- UN WOMEN potential

Segment  
analysis



- Access
- Assets
- Expertise
- Costs

Risk and  
Opportunities



- Strategic paths to success
- Likely pace of growth

Theories of  
Change



- Scenario per segment
- Aggregate picture

Projections



2018-2021

**RAPID GROWTH OF CONTRIBUTIONS of NON TRADITIONAL DONORS**

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.

# New or strengthened vehicles



## Digital Fundraising

- In pilot stage
- Staged investments

## “Collective Action Platforms”

- Unstereotype Alliance
- Global Innovation Coalition for Change
- Gender Lens Investment Alliance



## Wealthy individuals access & engagement

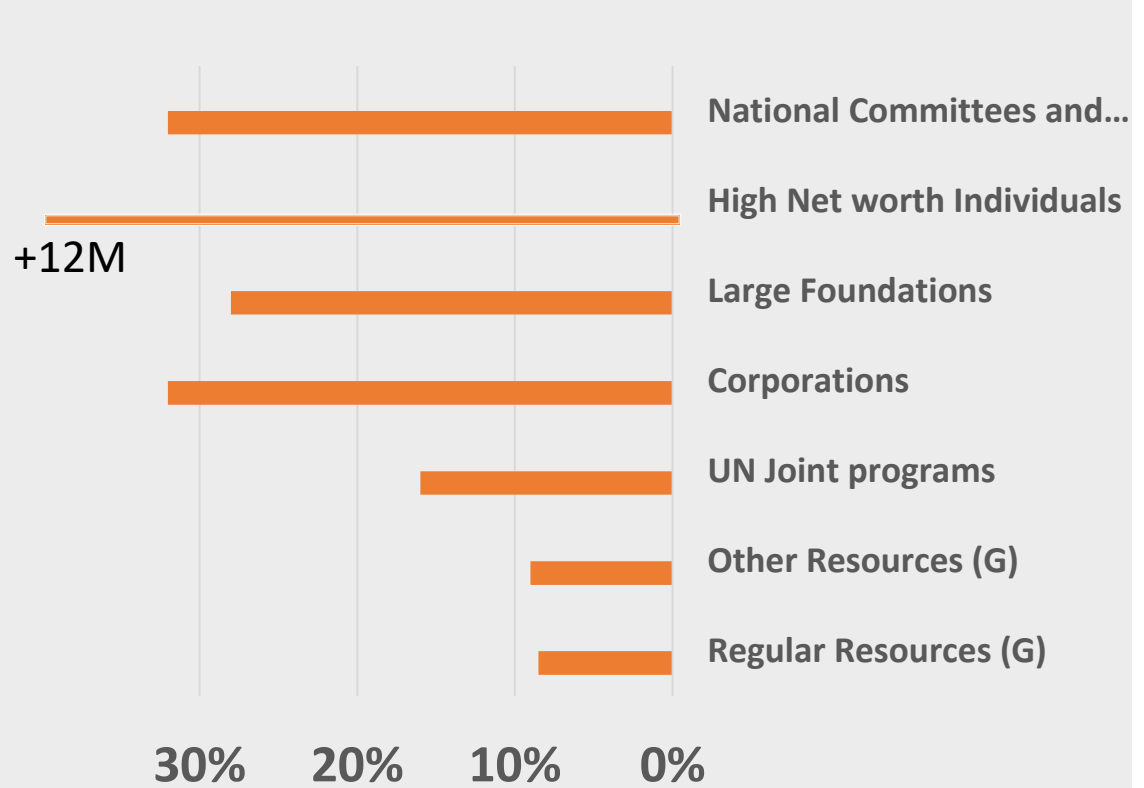
## Pooled Funding

- Eg EU initiative support



Planned  
differentiated  
growth among  
income  
segments

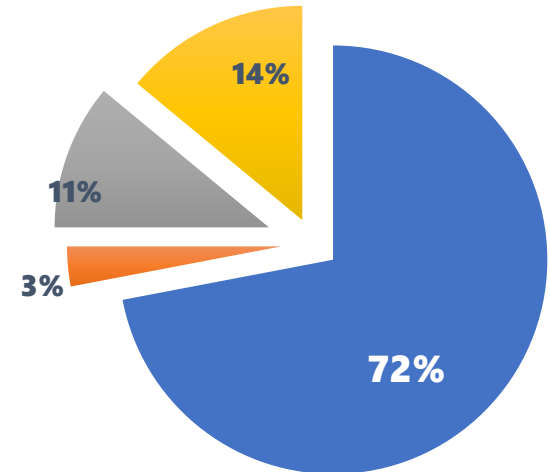
Compound Annual Growth Rates per Segment  
2016–2021



# End State

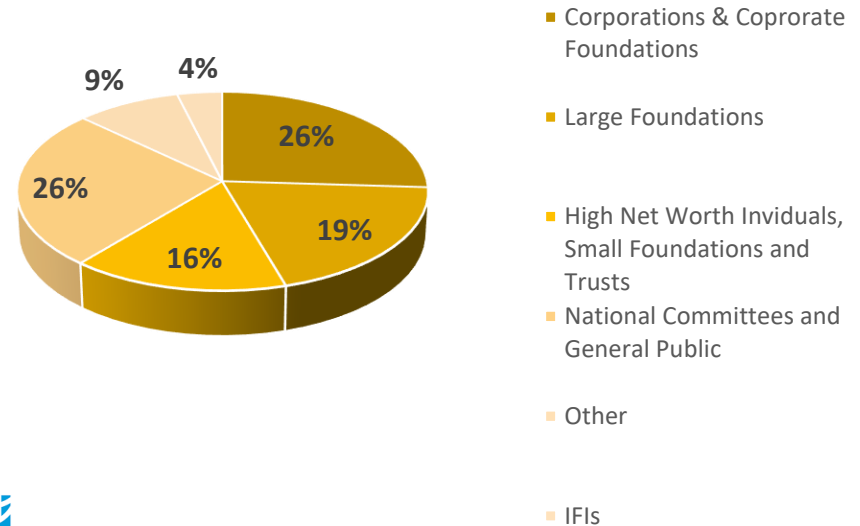
Evolution of income to 2021

- Funding mix improved as member states RR&OR contributions evolve from 84% to 72% of overall income.
- A four-pronged private sector mix as second source of income (14%)
- A healthy share of joint programs (11%)



■ **Government RR+OR**  
■ **Assessed Contrib**  
■ **Joint Programs**

% of Other Donors in 2021





# Conclusion

 **UN  
WOMEN**

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**Fund**

**The Change  
You Want To See**

**CORE IB: 200 Million**

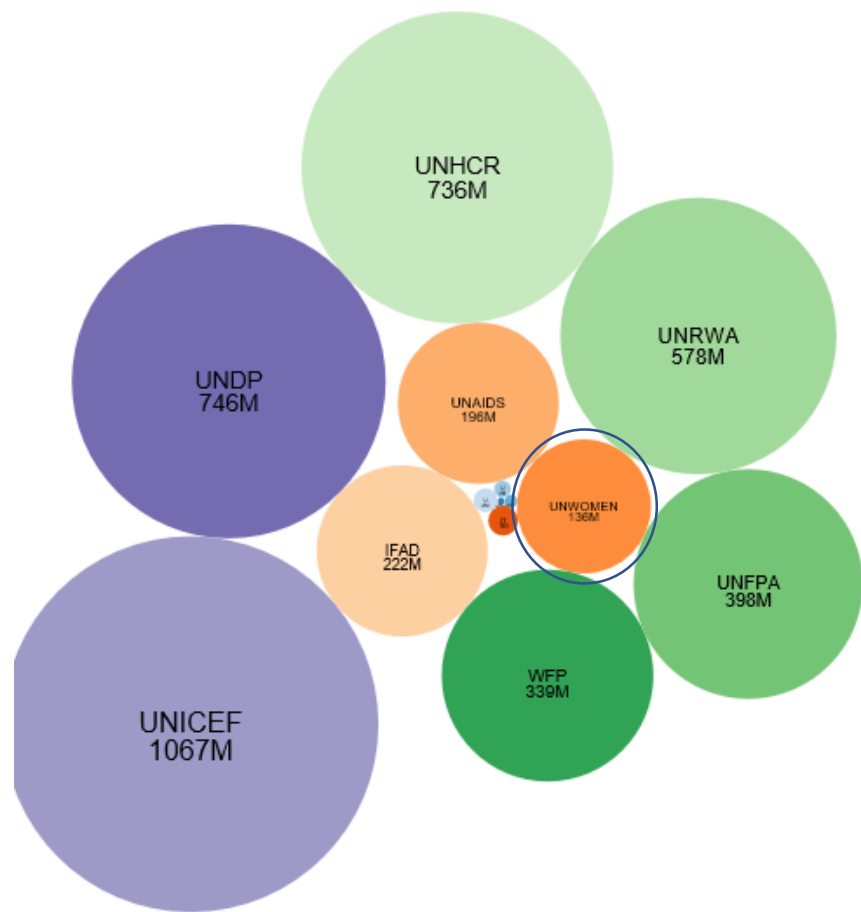
2016: \$ 142 M in core contributions

**Gap < 60 M/year**

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

= < **1.3%** of core voluntary contributions to these agencies

**A small shift would have great impact**





# In Brief

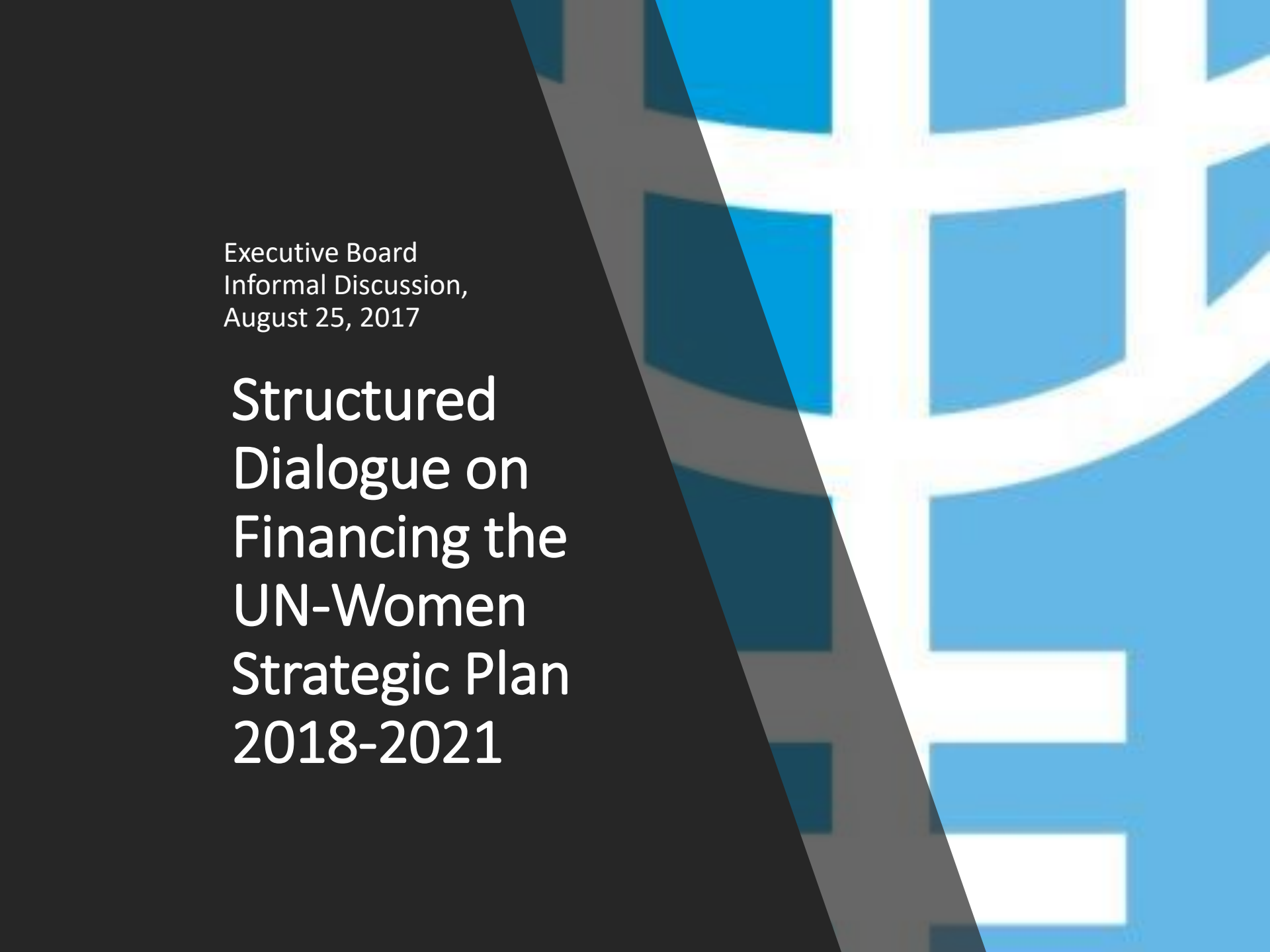
A very reasonably ambitious target for 2018-2019. achievable with

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

3) Member states support to pooled



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