

The Time is Now:
UN Women's
Resource Mobilization
and Partnership
Strategy, 2018-2021



Strategic Partnerships Division

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EXECUTIVE SUMMARY

UN Women was established by the United Nations (UN) to promote women's human, political, economic, social, technological and environmental rights.

The "Time is Now" for UN Women to be funded for its purpose – to promote, lead and coordinate gender equality and women's empowerment (GEWE) in support of various human rights and development agendas, including the Beijing Platform for Action, Convention on the Elimination of All Forms of Discrimination against Women, the Maputo Protocol, the Addis Ababa Action Agenda on Financing for Development, and most recently, the 2030 Agenda for Sustainable Development.

Despite GEWE progress, no country in the world has achieved gender equality or fully upholds women's rights. Development funding streams often flow past women and gender equality machinery. Only 2% of aid targeting economic and productive sectors focused on women's economic empowerment.¹ Ministries that look after women's affairs are among the most severely underfunded, particularly in the developing world.² In 2016, UN Women received the smallest proportion of total UN assessed contributions, representing 0.05% of the funds distributed across receiving UN agencies.

The Strategic Partnerships Division (SPD) prepared this corporate Resource Mobilization (RM) and Partnership³ Strategy (2018-2021) to support GEWE RM that will allow UN Women to be fit for purpose. The Strategy provides UN Women staff with a blueprint to use in planning efforts to mobilize the resources required to successfully implement UN Women's Executive Board approved Strategic Plan (SP) for 2018-2021, and position UN Women as an investment that offers GEWE returns. In short, this strategy is about galvanizing the money and messaging that UN Women needs to support its mission and SP.

UN Women is the most effective catalyser and coordinator of collective action for GEWE around the world, in support of the 2030 Agenda. Through this RM and Partnership Strategy, UN Women should be able to more effectively and consistently convert political will and global momentum into

¹ OECD DAC Network on Gender Equality (June 2016) *Tracking the money for women's economic empowerment: still a drop in the ocean*. See: <https://www.oecd.org/dac/gender-development/Tracking-the-money-for-womens-economic-empowerment.pdf>

² See: <http://www.unwomen.org/en/news/stories/2016/6/lakshmi-puri-speech-at-academic-council-on-the-un-system>

³ Partnerships for resource mobilization are emphasized in this strategy.

institutional and programming investments that enable implementation of the SP 2018-2021.

The RM and Partnership Strategy's fundraising target is USD 2 billion over the four-year period 2018-2021. It was developed in line with agreed frameworks that will guide UN Women over the four-year period of the SP (UNW/2017/6/Rev.1), including the 2018-2019 integrated budget estimates (UNW/2017/7) and the 2017 Structured Dialogue on Financing (SDF) (UNW/2017/8). The Strategy is underpinned by assessments and analyses of donor segments undertaken from 2016-2018.

The Strategy is coined the "DIG three P's", as it directs corporate efforts into **deepening** engagement with public and private sector donors; **investing** in securing more funds from individual giving; and **generating** greater revenue from existing and future women's rights communications and advocacy campaigns. Three fundraising tactics will be emphasized to successfully enable this strategic approach: strategic **p**artnerships, **p**ortfolio management of funding prospects, and **p**ositioning the organization as an investment with high returns related to the 2030 Agenda. The Strategy also sets out the rationale and priorities that will guide the development of country and regional RM work plans, through which the organization will operationalize the strategy with different donor segments.

In its six sections, the Strategy presents:

- An introduction to RM at UN Women, including a review of lessons learned and new approaches under the current Strategy.
- A summary of the assessments and analyses that fed into the development of the Strategy.
- Information on how the "DIG" strategy will be implemented with target donor segments.
- A detailed look at the three P fundraising tactics that are emphasized in the Strategy.
- Information on the resources and capacities that will be galvanized to implement the Strategy.
- A roadmap outlining the specific work processes that are required in 2018 to deliver on the Strategy.

SECTION 1: INTRODUCTION TO RM AT UN WOMEN

Background

UN Women is the outcome of the UN's first ever people instigated reform, which saw gender equality activists and women's organizations lead a call for the UN to review, reform and strengthen its gender equality architecture. UN Women was established by a 2010 General Assembly resolution (A/64/289) focused on system-wide coherence.

As the only UN organization exclusively dedicated to advancing GEWE worldwide, UN Women's *raison d'être* is to improve coherence and coordination much like the objectives of the current Secretary-General's UN reform agenda, which seeks to create a "[21st century UN](#)" that is better able to address challenges through reform of UN management (Secretariat); the development system; and the UN's peace and security architecture.

UN reforms aim to modify system-wide policy orientation to improve the effectiveness, efficiency, coherence and impact of operational activities. The Secretary-General's proposal to reposition the UN development system ([A/72/124-E/2018/3](#)) suggests changes in the leadership, accountability, mechanisms and capacities of the UN system, to better support countries to achieve the Sustainable Development Goals (SDGs) and meet Paris commitments on climate change. The Secretary-General's report proposes seven areas for transformation⁴ to address UN system fragmentation and bureaucratization that leads to gaps, duplication of work, and a drain on resources.

The outcomes of deliberations on the reform agenda have the potential to better leverage the entire UN system to deliver results for citizens around the world and offers opportunities to integrate UN Women's unique expertise and exclusive focus on GEWE. The Strategy relies on UN Women continuing to deepen working relationships with sister agencies, and continue to engage in joint RM⁵.

⁴ They are: (1) the emergence of a new generation of UNCTs that are demand driven with enhanced and tailored skills; (2) a reinvigorated Resident Coordinator system with stronger capacity, leadership, accountability and impartiality; (3) a coordinated, re-profiled and restructured regional approach to support work on the ground; (4) spaces for Member States to guide system-wide actions and bring greater transparency and accountability for results, with independent evaluations; (5) a stronger UN institutional response and system-wide approach and partnership for the 2030 Agenda; (6) a funding compact for better quality, quantity and predictability of resources; and (7) steps to accelerate system alignment to the 2030 Agenda through a system-wide strategic document.

⁵ The terms RM and fundraising are used interchangeably throughout this document.

Gender equality already features prominently in joint programming – with 109 of 371 joint programmes implemented by UN Country Teams concentrating on gender in 2016.⁶ The efforts to optimize existing regional arrangements, including by clarifying the division of labour, aligning efforts among entities and beginning a reprofiling process is an opportunity for UN Women to refine its global presence to maximize partnerships within and outside the UN system. The Secretary-General’s proposal on partnership standards for private sector entities has the potential to help manage risks and bolster UN Women’s partnerships with the private sector in the future.

With opportunities come challenges. Now in its eighth year of operation, and at the beginning of its third strategic planning period, UN Women is confronted with the key growth challenge of financial sustainability. UN Women’s current SP 2018-2021 has a projected budget of USD 2 billion. The goal of this Strategy is to sustainably meet the financial requirements of the plan.

The “Time is Now” for UN Women to more consciously convert political will into the financial resources that will underpin its ability to lead global efforts towards GEWE. Never has the momentum for GEWE been so strong and there is no entity better positioned to help the world accelerate progress in pursuit of gender-responsive implementation of the SDGs. The 2030 Agenda is humankind’s most ambitious quest to date, with a scope and timeline that must be adequately funded.

UN Women’s investments in galvanizing the political will of governments and the public and its UN coordination role have contributed to the inclusion of GEWE as a central theme in Agenda 2030 as well as the high proportion of UN joint programming on gender equality. UN Women’s norm, policy and standard facilitation has supported an enabling environment for visible, action oriented and behaviour changing people’s movements like #HeForShe, #MeToo, #Time’sUp as well as self-declared feminist governments such as Canada and Sweden.

When UN Women was established in 2010, it was anticipated that the optimal funding level during its start-up phase for its composite mandate was USD 500 million in institutional funding per year.⁷ Member States have not invested in UN Women to the level originally envisioned. This Strategy

⁶ See Figure 5: http://undg.org/wp-content/uploads/2017/10/UNDG_ResultsReport2016_web_final.pdf

⁷ Representing a doubling of the combined assets and overheads from the International Research and Training Institute for the Advancement of Women, the Division on the Advancement of Women, Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women and the UN Development Fund for Women. See: <https://news.un.org/en/story/2011/02/367472-un-celebrates-birth-powerful-new-agency-women-and-girls>.

seeks to realize the original capitalization ambition by cashing in on UN Women's delivery track record, accumulated political goodwill and strategic positioning. Other non-cash resources in the form of in-kind and *pro bono* contributions will be mobilized in addition to the funding target of USD 2 billion.

UN Women has both the credibility and experience to achieve its funding goal. It's first SP period 2011-2013 demonstrated that through reform, Member States were able to pursue and secure greater coherence in gender equality architecture. The second SP period 2014-2017 focused on establishing the regional and country-level architecture that enables in-country support and technical assistance to Member State in pursuit of national goals and optimal delivery methods. During this period UN Women was able to help Member States deliver important GEWE benefits that positively effected women and girls around the world, in partnership with UN agencies, civil society and the private sector, among others. Strategic partnerships emerged as a key enabler of development impact as well as organizational efficiency and effectiveness results.

Strategic Plan 2014-2017 Results

UN Women works with Member States to effect positive change in women's lives in pursuit of GEWE and the 2030 Agenda's quest for peace, prosperity and a lasting planet. From 2014-2017 UN Women supported Member States to achieve the following positive changes:

Peace: In 61 countries – with a combined population of nearly 1.6 billion women and girls – 72 laws were adopted or amended with UN Women's help in 2016 alone. Between 2016-2017 the Entity worked with 24 countries to support their strengthening of legislation to address violence against women and girls and 20 countries adopted national plans or strategies in this area. These countries combined host millions of women and girls who stand to benefit from the improvements.

UN Women efforts contributed to 70% of UN-supported peace agreements including provisions to improve security and status for women and girls and there was a 100% increase in the number of women military experts deployed to UN peacekeeping missions. With UN Women support, the Peacebuilding Fund invested USD 14 million that directly benefitted women and girls in conflict and post-conflict countries.

Prosperity: Of the countries UN Women worked with Member States in 50% reduced the gender pay gap and increased women's income. The percentage of young women aged 15-25 living with HIV AIDS reduced by 25%, and the percentage of General Assembly resolutions that integrated gender equality increased by 47%.

The third and current SP 2018-2021 focuses on accelerating implementation of the 2030 Agenda through gender-responsive flagship joint programming design and catalytic leadership that harnesses best practices, enhanced

coordination and strategic partnerships that leverages the UN system and multi stakeholder partnerships.

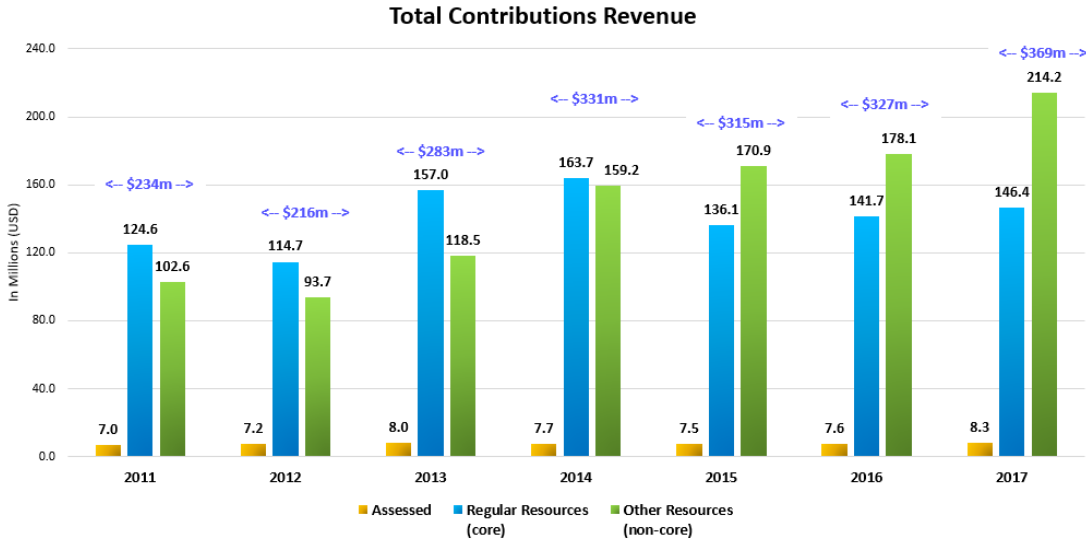
RM and Partnership Strategy Theory of Change

The RM and Partnership Strategy theory of change is that if UN Women garners adequate visibility, delivers impactful GEWE results and manages stakeholder relationships well, it will successfully position itself as a good investment and attract adequate funding as well as capitalize on political commitment to mobilize funding. The key assumption is that the ongoing UN reforms will not disrupt UN Women’s strategically planned implementation if appropriate organizational and operational adjustments to its reformed architecture are made.

UN Women’s Funding Context

UN Women has seen a steady increase in overall resources since its establishment, with a growth of 57.5% in six years and total revenue of USD 369 million in 2017 compared to USD 234 million in 2011. Despite contributions falling below the initial ambition of USD 500 million per year, UN Women provides GEWE services on a global scale and in line with the various global agendas that have been adopted.

Figure 1. Total contribution revenue per year 2011-2017



UN Women’s increased geographic presence⁸ and associated development impact requires increased investment. The organization also faces

⁸ In 2011 UN Women had 33 country offices, that number has grown to 50 country offices in 2018, representing an almost 60% increase, while the number of country offices with a representative increased over 180%, from 17 in 2011 to 48 in 2018. In 2018 UN Women had a programme presence in an additional 38 countries.

challenges related to limited financial and human resources invested in organizational development as a result of its undercapitalization.

UN Women has reached a point in its organizational development that requires SPD and other parts of the organization to optimize and invest more in the RM and partnership functions in order to increase the financial and political support needed for UN Women to more cost-effectively help Member States deliver on the 2030 Agenda. Without optimization, UN Women will continue to experience risks and challenges related to:

- 1. Financial constraints** represented by the difference between an enlarging scope and the investments by government donors and other contributors. UN Women continues to over extend its undercapitalized organization by delivering results on the many fronts contained in its mandates, now broadened by the 2030 Agenda and its principle of “leaving no one behind”. Data shows women are mainly left behind, and at an enormous opportunity cost. According to the 2015 McKinsey Global Institute Report⁹, advancing women’s equality can add USD 24 trillion to global growth by 2025.
- 2. Organizational stress** due to the degree of effort involved in managing a broad range of partnerships, which do not all yield adequate financial return for effort.
- 3. Brand erosion**, which occurs when the organization is seen by current and potential partners as uncoordinated, lacking capacity to deliver or report on programming and putting forward inconsistent messages.

If the risks and challenges outlined above are not addressed it will be more difficult for UN Women to mobilize the resources it needs to implement its mandate. According to the 2016 Corporate Evaluation on Strategic Partnerships for Gender Equality and Women’s Empowerment (hereafter, 2016 Strategic Partnerships Evaluation), achieving higher-level results requires UN Women to overcome its resource constraints and strengthen, as well as better coordinate, its strategic partnership efforts.

Lessons Learned

Lessons learned from implementation of RM strategies during the previous SP period have informed the current Strategy, including that:

⁹ For more information see:

https://www.mckinsey.com/~media/mckinsey/global%20themes/employment%20and%20growth/how%20advancing%20womens%20equality%20can%20add%2012%20trillion%20to%20global%20growth/mgi%20power%20of%20parity_full%20report_september%202015.ashx (accessed 20 March 2018)

1. **UN Women should focus on fewer major initiatives** that lead to the majority of results. The Flagship Programming Initiatives (FPIs) respond to this. A lack of programming focus can over extend the organization, and position it as lacking capacity. This in turn can erode UN Women’s brand as a solid investment that reliably delivers results.
2. **Analysis is critical to tactical planning** and roadmap development, as is tracking and monitoring in order to inform course correction, maximize efficiency and build UN Women’s reputation, which is buoyed by the ability to convert funding into visible results.
3. **A siloed approach is counterproductive.** SPD leads in the development of RM strategies, but RM efforts are organization wide. These efforts must be coordinated to avoid duplication and miscommunication and leverage strengths across the organization in all its locations by assigning clear roles and responsibilities.
4. **There is more than one “R” in RM.** Effective RM is not just about accessing resources, it is about building **relationships**, demonstrating financial **responsibility**, achieving **results**, **reporting** results and giving donors and programming countries **recognition** for those results. In this way, resources and results have a mutually reinforcing relationship. If UN Women converts resources into visible results it will attract more resources.

Figure 2. The R’s of RM



What is Different about this RM and Partnership Strategy?

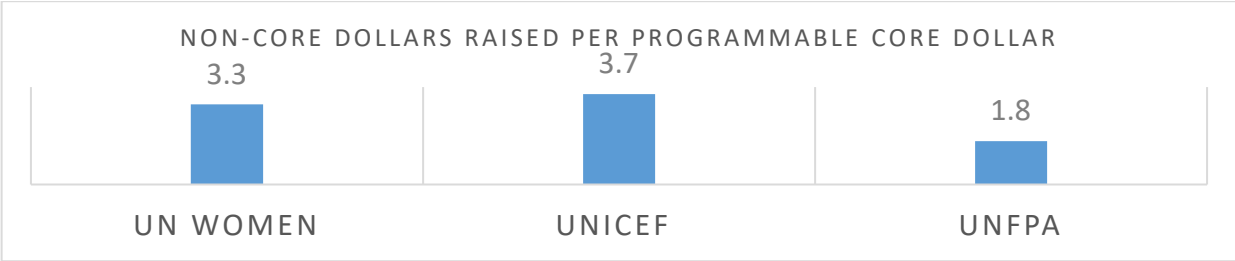
This Strategy differs from previous approaches in several ways. **It leverages all of UN Women’s strengths** rather than seeking to develop new capabilities or structures. Agility, quick learning, and resilience are the strengths that have grown UN Women into a successful Entity. To reach its

objectives, this Strategy relies on and leverages existing structures, the Entity’s agility and learning ability and its strengths in convening multiple stakeholders and engaging in effective advocacy and campaigning. A redesign of institutional arrangements for RM and partnerships would take time and energy away from the “Time is Now” opportunity as well as increase demand on already stretched institutional infrastructure.

SPD function is to develop, implement and report on UN Women’s strategy for interacting with external partners including through communications and advocacy, for the mobilization of political will and financial resources. It will lead the development, coordination, implementation, and reporting on the Strategy, under the guidance of the Executive Leadership Team (ELT), which is comprised of the Executive Director (ED) and two Deputy Executive Directors (DEDs); and in collaboration with the Senior Management Team (SMT), which teams represent all organizational functions. Using the DIG three P’s approach, SPD will coordinate and promote organizational efforts to convert GEWE political will and leadership positioning into funding.

To ensure financial health and sustainability UN Women needs to attract institutional (core) funding that supports growth and sustainability rather than strains the organization by attracting projects and programmes at a faster rate than organizational development. In 2016, for every dollar of programmable core, UN Women raised an additional 3.3 dollars in non-core, a leveraging ratio that is comparable to agencies that are several decades old. The figure below compares leveraging ratios of UNICEF,¹⁰ UNFPA¹¹ and UN Women.

Figure 3. Comparison of 2016 leveraging ratios



While it is admirable that UN Women has caught up with other funds and programmes’ ability to leverage core to generate non-core, a capped leverage formula is necessary for sustainable growth. UN Women cannot afford to exceed its current organizational development (core) to

¹⁰ See: https://www.unicef.org/publications/files/Report_on_Regular_Resources_2016.pdf (accessed 20 March 2018)

¹¹ See: <https://www.unfpa.org/sites/default/files/pub-pdf/Annual-Report-2016.pdf> (accessed 20 March 2018)

programming (non-core) leverage ratio at this stage of institutional development – particularly since the organization has been under capitalized since inception. There needs to be greater investment in institutional infrastructure to support a review of the cap on the core to non-core leveraging ratio.

It shifts the fundraising approach from transaction based to relationship based. The current RM Strategy differs from its predecessor by focusing on building meaningful relationship-based engagement with donors instead of transactional arrangements, which means transitioning to include donor focal points nearest the donor relationship, rather than a headquarters (HQ)-centric model. The change in approach is similar to the difference between being served by an automated teller machine versus a private banker. The latter is relationship based and customized to evolving needs, with coordinated communication.

It replaces silo thinking with client thinking. Each part of the organization will be assigned an RM and partnership role. Account management will be assigned based on competencies and proximity to the funding partner as well as their preferences rather than according to the owning Division (e.g. Belgium is interested in the Democratic Republic of the Congo so UN Women’s country representative there may be a better placed account manager than someone based in New York).

It invests in UN Women’s brand as a fundraising asset. Previously, communications and advocacy has been treated as a separate endeavour from fundraising. This Strategy uses the UN Women brand as an enabler of fundraising. WPP¹² is a *pro bono* partner working to locate and articulate the space that UN Women’s brand occupies in the funding landscape so that UN Women can use communication to position itself as a unique and attractive investment. The strategy invests in National Committees and public advocacy as another under leveraged fundraising asset.

It shifts away from single, high-maintenance small-value partnerships (< USD 1 million per year) and delivers results in an incremental way through multi-stakeholder, multi-million dollar partnerships, which use UN Women’s convening power, catalytic

¹² WPP is a British multinational advertising and public relations company. UN Women has received more than USD 1 million in *pro bono* media support for 16 Days of Activism Against Gender Based Violence in 2016 and 2017 and International Women’s Day in 2018. WPP is supporting UN Women in three key initiatives: UN Women’s brand positioning, local campaign support in key countries and a globally brokered *pro bono* media deal.

coordination role, and policy advice to deliver transformative results that help countries leverage the UN system for the SDG. The FPI on gender data that has mobilized millions from the Bill and Melinda Gates Foundation (BMGF) and governments is an example.

SECTION 2: BUILDING THE RM STRATEGY, TOP-DOWN AND BOTTOM-UP

The entire organization needs to contribute to RM in order for UN Women to raise and delivering on the four-year approximate USD 2 billion fundraising target. Each Division has a role to play. Staff awareness and buy-in of the strategy is just as crucial as that of the ELT and SMT. Because of this, strategy formulation and socialization has been top-down and bottom-up, with consultations taking place over eight weeks, and the Strategy informed by assessments and analyses undertaken between 2016-2018 on raising funds from different donor segments. Risks, opportunities, and reasonable projections and plans were considered.

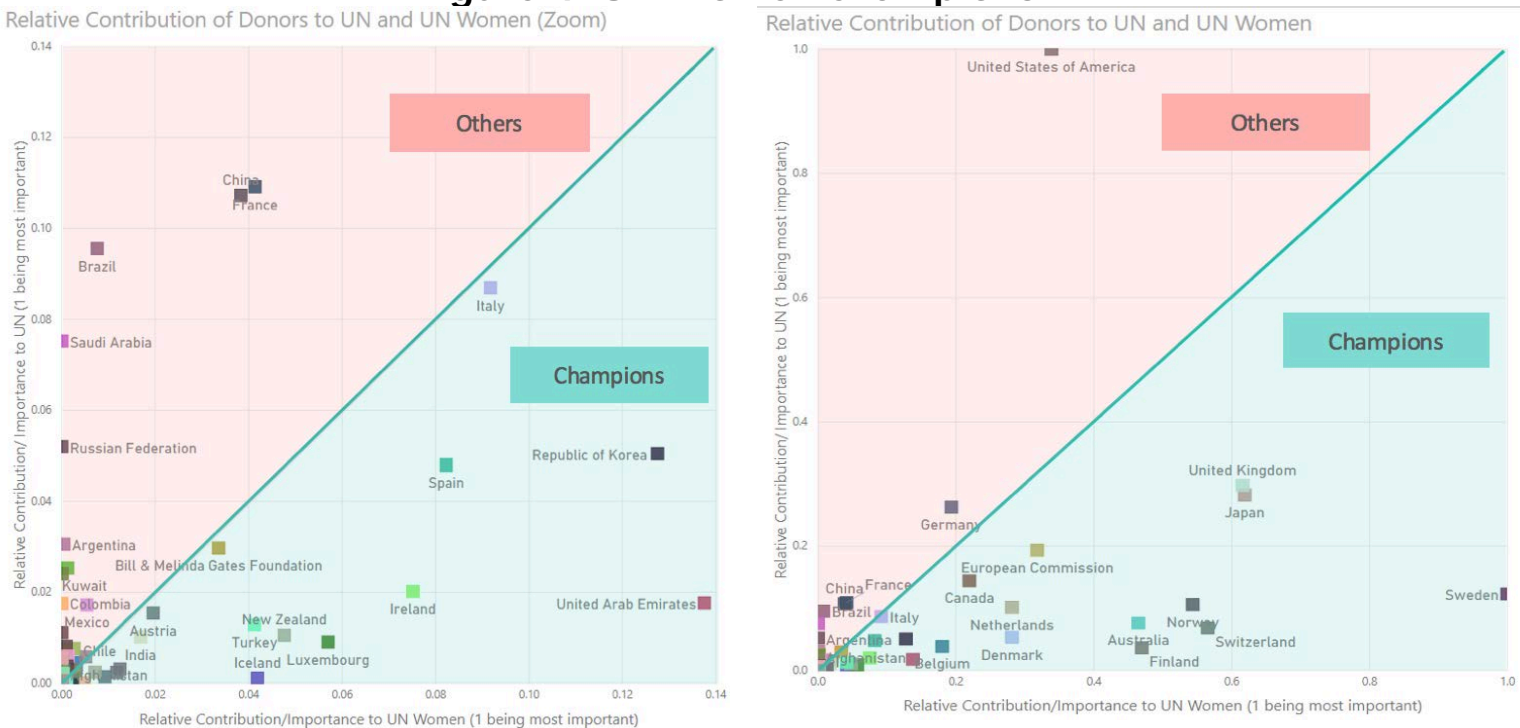
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> UN Women’s unique, triple mandate to lead GEWE in the UN system and convening power among public, private and people sectors UN Women advocacy, specialized expertise, ability to mobilize groups, and dedication to GEWE 48% overall growth in contributions between 2011 and 2017 100% clean audits demonstrate that UN Women is fiscally responsible 	<ul style="list-style-type: none"> Insufficient institutional resources for HQ SPD RM staffing to keep pace with RM growth and inadequate RM infrastructure UN Women’s delivery of its core message is inconsistent Lack of sales and portfolio management culture

EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> Global focus on GEWE with movements such as #MeToo, #TimesUp UN Reform Agenda, which can leverage the entire UN system to deliver results for women and prioritize joint programming on GEWE, which should make UN Women the partner of choice Positive philanthropic trends such as the rise in million dollar donations and that more often women drive decisions on giving 	<ul style="list-style-type: none"> Shrinking level of core contributions Lack of brand recognition of UN Women among the general population as demonstrated by the WPP survey of 800 people in United States that found that 14% were familiar with UN Women Many major contributors’ budgets are already locked in for 2018

The assessments and analyses used to build the strategy include: a Funding Landscape Analysis (see Annex A); UN Women National Committee Market Study; UN Women’s Private Sector Engagement Strategy; the UN Trust Fund Fundraising Strategy; Boston Consulting Group’s Private sector go-to-market approach; and the UN Women Communication Strategy 2016-2020 and its associated Quantitative Analysis of the Communication Survey. These assessments and analyses are illustrative of what can be done for specific donor markets at country and regional level in support of RM annual work planning processes.

For example, analysis identified the priority interests of UN Women’s top 10 government donors that provide the institutional funding to UN Women. It also identified donor champions such as Sweden, the United Kingdom, Japan, Norway, Switzerland, Finland, Australia and Denmark that gave proportionately more to UN Women relative to their overall contribution of core and non-core to the UN. The Entity will prioritize and leverage these champions.¹³ Spain is also a donor champion, having provided the USD 60 million core funding gift that helped establish UN Women.

Figure 4. UN Women champions

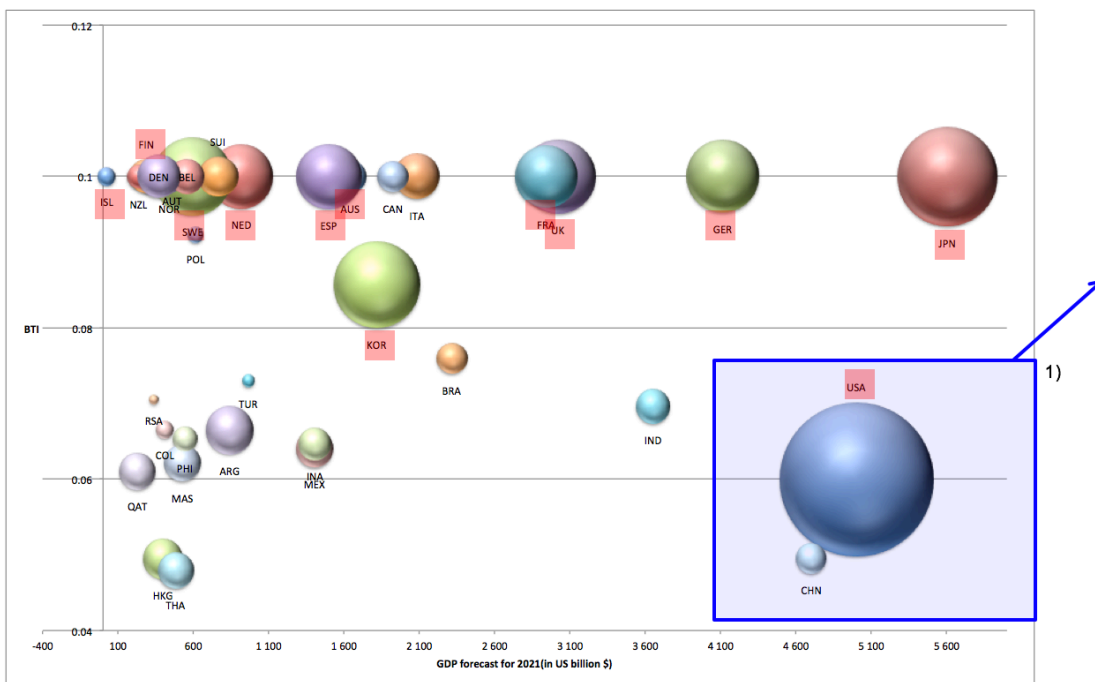


¹³ Data on total contributions from the UN was based on Chief Executive Board data for the period 2014-2016 found in a Brookings Study, as compared to UN Women data from 2015-2017. See: <https://www.brookings.edu/blog/order-from-chaos/2018/01/09/who-actually-funds-the-un-and-other-multilaterals/>

Per Figure 4, donors that do not support UN Women commensurate to their overall UN contributions (United States, Germany, China, France, Brazil, Saudi Arabia and the Russian Federation) will be targeted to increase contributions.

Assessments and analyses have helped identify priorities of a more focused fundraising approach which **digs deeper** into existing donor segments. An important prerequisite of successful RM is knowing where the highest RM potential exists. An example of this type of mapping was produced by the *UN Women National Committee Market Study*. The figure below presents the market potential related to individual giving for UN Women National Committees in the United States, Japan, China, Germany and Indonesia.

Figure 5. UN Women top-down fundraising potential in ~40 major economies



1) USA and China situated beyond the graph, with 2021 GDP of USD 22,800 bn for USA and USD 48,000 bn for China
 2) Assumption: UN Women is able to capture 5% of the market performance of UNICEF

SECTION 3: THE RM AND PARTNERSHIP STRATEGY

If UN Women achieves the SP fundraising target of approximately USD 2 billion by 2021 and has a reputation among contributors for being able to efficiently and effectively convert resources into results that change women’s lives, and achieves visibility for its results and its contributors, then the Strategy will have been successful.

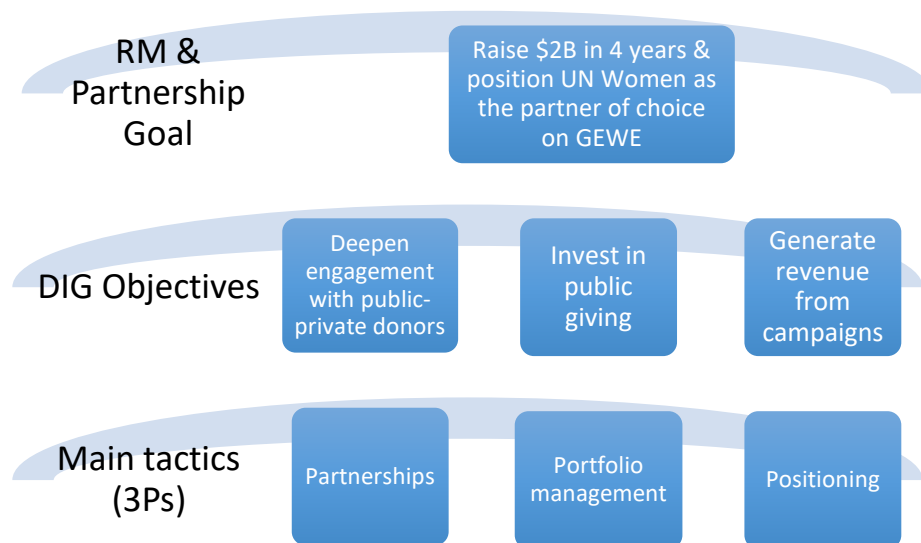
Vision Statement

UN Women will be funded for purpose and positioned as the leader in transforming women’s lives by catalyzing collective action and activism, which accelerates Member State’s gender-responsive implementation of the 2030 Agenda globally.

UN Women’s “DIG” fundraising objectives are to: (1) **D**eepen engagement with public and private sector donors; (2) **I**nvest heavily in public giving; and (3) **G**enerate greater and more sustainable revenue from existing and future GEWE communications and advocacy campaigns.

The **three main fundraising tactics** under the strategy are called the three P’s: **strategic partnerships** that multiply organizational resources, capacities and innovations in the pursuit of GEWE; Pareto principle-based **portfolio management** that enables better decision making on the investment of human and financial resources in relation to UN Women’s portfolio of funding prospects; and **positioning** that successfully brands UN Women as the leading investment among multilaterals to advance GEWE.

Figure 6. UN Women’s RM strategic approach



Other P’s like people, policies and processes cut across the three key tactics and will be important factors in the success of the strategy. People and processes are discussed in Section 5 on resourcing the Strategy. The P’s will be supported by more adequate organizational infrastructure in the form of policies, processes and systems, as highlighted in the recent UNDP Office of Audit and Investigations (OAI) “Performance Audit of UN Women Resource

Mobilization Function" (Report No. 1870) (hereafter, RM Audit) as well as fundraising capacity development.

Objective 1: Deepen Engagement with Public-Private Sector Donor Segments

The deepening objective relates to both public and private sector¹⁴ funding streams. See Annex B on RM Projections by Donor Segment. Public sector funds are raised from governments; intergovernmental bodies; and UN joint programmes and pooled funds with UN Agencies, among others.¹⁵ Private sector funds are raised from large foundations and corporations, among others.¹⁶ UN Women receives public and private sector funds as:

- i. **Assessed contributions** are public sector funds that are directed to UN Women from UN appropriations from Member States. In 2017 UN Women received USD 8.3 million, which was equivalent to 2.2% of its total contributions that year. In 2016, UN Women received 0.05% of total UN assessed contributions and had the second lowest ratio of assessed contributions to total expenditure among receiving UN agencies.
- ii. **Regular (core) resources**, are voluntary funds that are un-earmarked and can be spent flexibly to fund UN Women's institutional budget. Core resources support implementation of the SP and finance programming design that leverages funding for development results.¹⁷ UN Women primarily receives core resources from Member States, using set formulas to allocate these resources to various functions and thematic programming areas.¹⁸
- iii. **Other (non-core) resources**, are earmarked and can only be used to implement specific projects or programmes as agreed with the

¹⁴ Citizen giving, including HNWII fall under the second DIG three P's objective to invest in public giving.

¹⁵ Other public sector funding streams include international financial institutions and global programme partnerships, however for the time being these are not expected to be significant sources of income for UN Women.

¹⁶ Other private sector funding streams include resources generated by UN Women National Committees, public giving, high-net-worth individuals, international non-governmental organizations, and non-governmental organizations.

¹⁷ According to the UN "Core resources provide the highest quality, flexibility and efficiency...they are critical for ensuring that entities have adequate capacity to deliver on their multilateral mandates and provide continued substantive leadership and innovation around specific goals, advocacy and policy work in addition to programmatic implementation on the ground." For more information see: http://www.un.org/en/ecosoc/qcpr/pdf/technical_note_on_funding.pdf (accessed 12 March 2018)

¹⁸ A portion of core resources is used to finance the institutional budget (the 2018-2019 estimate is for \$203.8 million); the remaining core is distributed as programmable core with 80% allocated to the field as resources for programming and 20% allocated to HQ.

donor.¹⁹ UN Women primarily receives non-core resources from public funding sources, though the share of private sector funds is increasing. UN Women recovers the cost of managing non-core funds at a rate of 8%.²⁰

Deepening engagement for RM requires renewed focus on all three funding sources, with a view to maximize resources by using existing sources and new approaches or windows. It avoids UN Women spreading its efforts too thinly across a wider array of prospects. For example, the Intergovernmental Team deepened engagement and advocacy with the Secretariat's governance structures that resulted in UN Women being allocated an additional assessed contribution in the form of five positions, which frees funds for its programming and coordination work. Another good example is the deepening engagement with the European Union (EU), which grew support from USD 2 to 50 million between 2011 and 2017. By deepening engagement, UN Women was able to build trust and identify funding windows that supported increased giving.

Another approach that UN Women has piloted and will expand relates to high quality non-core, which are funds that are linked to development results in a thematic area rather than a single programme or project. This provides visibility of funding and flexibility to invest in infrastructure that supports delivery and avoids core funding subsidizing non-core activity. Sweden led the way in funding multi-year Strategic Notes, enabling UN Women to achieve development results while making institutional investments.

Trends show that donors are less interested in funding expenses that are not directly related to development results. UN Women must become better at evaluating donor prospects and packaging its different funding sources into a single attractive solution for donors. UN Women's fundraising is done by funding source rather than by solution and donor, which results in donor fatigue and internal confusion.

¹⁹ The UN has critiqued non-core resources because they are "often seen as potentially distorting programme priorities by limiting the proportion of funding that is directly regulated by intergovernmental governing bodies and processes. Restricted aid is further seen as contributing to fragmentation, competition and overlap among entities and providing a disincentive for pursuing United Nations system-wide focus, strategic positioning and coherence. In addition, restricted aid is found to increase transaction costs, especially because of its predominantly single-donor and programme and project-specific nature". For more information see: http://www.un.org/en/ecosoc/qcpr/pdf/technical_note_on_funding.pdf (accessed 12 March 2018)

²⁰ Policies and procedures for the management of non-core resources is set out in the Programme and Operations Manual, which is underpinned by the Financial Regulations and Rules, the Delegation of Authority Framework and the Internal Control Framework.

The approach that UN Women used to raise funds for its work in humanitarian action demonstrates effective cross-selling and bundling of different sources of funding in an attractive offering as a way to deepen engagement with public and private sector partners.

Deepening and Diversifying Resources for Humanitarian Action

UN Women's work in humanitarian action was the fastest growing area in the SP 2014-2017, increasing by 700%, from USD 3.4 million in 2011 to USD 27.2 million in 2017 and expanding efforts to 43 countries from four in 2011. Growth was primarily driven by contributions from Japan from its Supplementary Budget, and from Sweden and Norway, among others. The funding profile is evolving, with UN Women securing its largest private sector contribution for Second Chance Education for crisis settings of over USD 15 million from BHP Billiton Foundation.

Programmatic activities for women's empowerment in humanitarian settings (e.g. cash for work, vocational and entrepreneurship opportunities and second chance education) are expected to grow. UN Women will continue to work with a range of donors to support growth, targeting, in particular, institutional donors with a stated commitment to women's empowerment in crisis contexts, such as the US, and leveraging its new private sector donor to reach out to more private sector donors. Growth is anticipated from more effective leveraging of National Committees (e.g. rapid appeals to individual donors and by mobilizing resources through National Committees from individual donors for an Emergency Fund to immediately allocate resources to its Country Offices). These crisis-driven outreach efforts to individual donors also serve as a means to increase the numbers of recurring donors, since their engagement for a one-off crisis-related contribution has the potential to be converted to monthly or other recurring giving.

Despite dramatic growth, resourcing this portfolio presents specific challenges. Traditional humanitarian finance is conservative. The main institutional humanitarian donors have partnership agreements with longer-established humanitarian entities presenting barriers to entry and lengthy and complex processes to become a recognized partner. Despite policy commitments the humanitarian development nexus, humanitarian finance remains largely unchanged in terms of its institutions and structures. Money is still predominantly bifurcated into short-term, life-saving investments and medium/long-term development investments. As a result, UN Women's GEWE offering frequently crosses donors' internal institutional boundaries, so UN Women engages in both long-term relationship building with large institutional donors such (ECHO, US, UK) with a three to four-year horizon to become established humanitarian partners; and in mobilizing funds in the short-term, opportunistically, through country-level outreach, combining different types of funding, responding to RFPs and leveraging private and individual donors who do not have the same constraints as larger bilateral/multilateral donors.

Member State Funds for Core (Public)

In 2017, governments provided USD 143 of 146.4 million, or 97% of UN Women's core resources. A critical mass of core resources is crucial to the existence and operational efficiency of UN Women and its ability to fully and effectively deliver on development.

Core funds ensure that the resources UN Women receives are accounted for, and high-quality programmes are designed, implemented at the required pace, reported on and evaluated.²¹ They serve as seed money to mobilize non-core, which in turn is directed to programming that supports Member States to translate standards into policies and results that transform lives. Core funding is a pre-requisite of non-core funding.

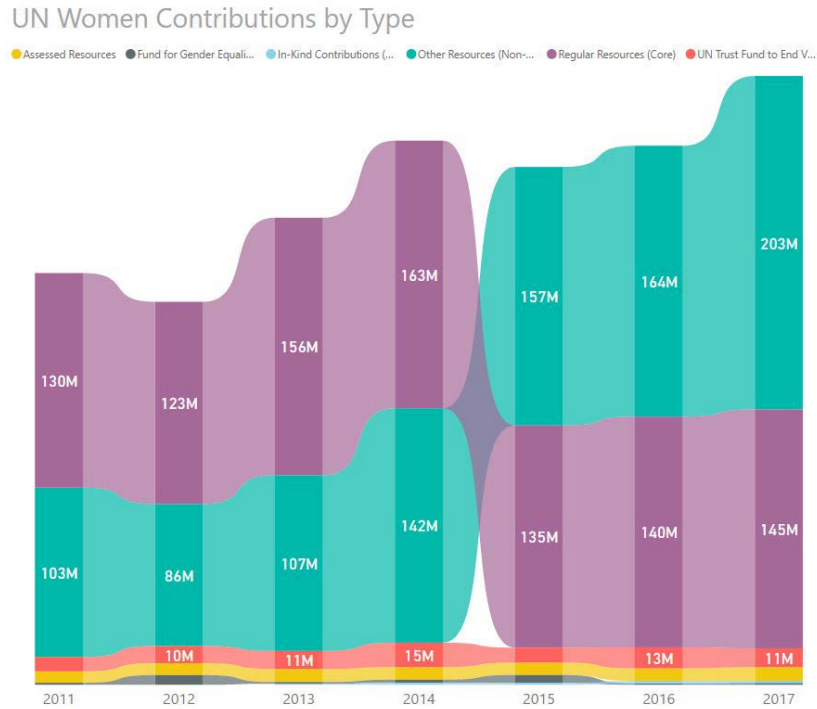
Another benefit of investing in UN Women's institutional viability is that the Entity invests directly in women's organizations and national women's machineries that rely on their partnerships with UN Women. Additionally, when governments invest in core it enables UN Women to leverage and pool resources across the UN system and development partners for enhanced visibility and results.

The Draft resolution submitted by the President of the General Assembly, on Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/72/L.52](#)), stresses the importance of increasing core funding, and welcomes the Secretary-General's proposal to bring UN core resources to at least a 30% level in the next five years and double interagency pooled funds to a total of USD 3.4 billion and entity specific thematic funds to a total of USD 800 million by 2023, as part of a Funding Compact with Member States. Pooled funding incentivizes joint programming, which UN Women's FPIs can tap into.

Even though core resources are the highest quality, most flexible and efficient resources, and are required to ensure that UN Women has the capacity to deliver on its composite mandate and provide continued substantive leadership on GEWE, the growth of UN Women's non-core resources has outpaced the growth of core resources, with the total amount of non-core contributions more than doubling between 2011 and 2017. Given this trend, UN Women needs to find more sustainable ways to fund its institutional needs and reduce reliance on Member State core funding as this is a shrinking source.

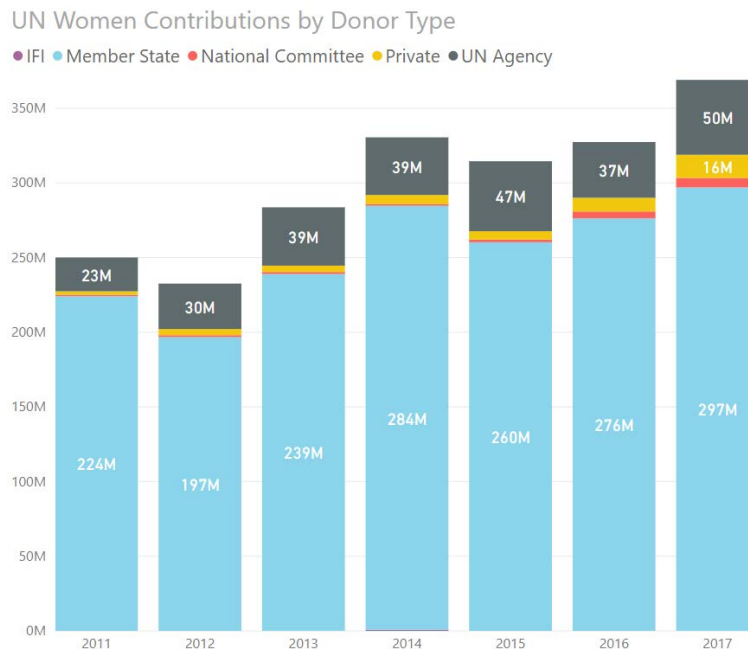
²¹ In September 2017 the Executive Board emphasized that core resources "enable UN Women to plan ahead, be responsive and strategic, strengthen the oversight function and accountability, contribute to strengthening UN system coherence and coordination, and leverage other resources to advance GEWE." The adoption of the SP 2018-2021 and the alignment on the role of UN Women and prioritization of GEWE in the UN system are critical factors that can support Member States' commitment to collectively increase core contributions. See the Executive Board Structured Dialogue on Financing decision of September 2017: <http://www.unwomen.org/-/media/HQ/attachments/sections/executive%20board/2017/second%20regular%20session%202017/unw-2017-8-structured%20dialogue%20on%20financing-en%20.pdf?la=en&vs=2636>

Figure 7. UN Women contributions by type 2011-2017



Member State donors are expected to remain the central source of core (in particular) and non-core funding to the Entity, throughout the four-year period of the Strategy, even while the Entity works to reduce reliance by digging into private sector donor segments.

Figure 8. UN Women contributions by donor type



The consensus of Member States at the 2017 SDF Executive Board and resulting decision to call on all Member States to expand core contributions to UN Women is a positive step forward that will be nurtured. Critical success factors will include:



- Timely and effective high-level Member State consultations
- Working with key champions for peer-to-peer engagement that increases contributions overall by number and value
- Rallying supportive partners who influence decision-making processes, such as parliament leaders and major civil society voices



- Working closely with target donor and programme country Member States to make the case for core investment as a compact of increased funding for two years until 2020 to support UN Women's financial sustainability



- Enhancing UN Women's visibility in donor countries by showing the transformative effect of contributions to GEWE to encourage taxpayer support for increased core contributions
- Demonstrating that UN Women is a specialized, effective and reliable accelerator and coordinator that offers a high return on investment and value for money in line with UN reform

UN Women will seek to expand the number of Member States giving at least USD 5 million annually beyond donors in the global north to include governments in the Gulf region and other resource rich economies (e.g. Kingdom of Saudi Arabia) as well as other middle-income countries such as Brazil, India, and China.

Peer and citizen encouragement, visibility and donor intelligence on government funding cycles and under leveraged Member States will be used to support increases from governments. Another method that will be pursued is closer follow-up on year end contributions that result from unspent funds or funds that could not be disbursed by donors.

An increase of USD 60 million per year in core from the 2017 level would allow the Entity to reach its Integrated Budget target for 2018-2019 of USD 200 million a year, which represents only 0.28% of all contributions to Chief Executive Board agencies; 1% of core contributions to Chief Executive

Board agencies; or 3.5% of the overall budget of the funds and programmes of UN Women, UNICEF, UNDP and UNFPA. In other words, the request is small and the impact is potentially far reaching.

A UN Women 2020 GEWE Compact will engage Member States in contributing to a USD 60 million annual increase in core over two years, with advocacy led by donor champions. Adequate core funding would allow UN Women to increase its non-core funding ratio as the Entity could invest in innovation, systems and joint programme design to drive non-core increases.

UN Women will use the 2018 SDF process to engage in a two year compact with donors to raise at least USD 200 million in core in 2019 and 2020 as part of a road map to financial sustainability. It is hoped that this will help both reduce reliance on Member State funding and change the way Member States prioritize and invest in GEWE. Member States will be able to assess the level of funding against the value derived from UN Women as an accelerator of transformative change.

UN Women's 2020 GEWE Compact

SPD will coordinate UN Women's three bureaus to lead a structured financing dialogue discussion on the road to a 2020 funding compact which will propose at least USD 200 million annually in core from Member States representing an increase in core resources of approximately USD 60 million per year for two years (2019 and 2020) in the lead up to the first decade of UN Women's existence in order to secure financial sustainability and promote GEWE.

The dialogue will target China, as the host of first World Conference on Women, among other GEWE champions like Sweden and UK, to lead and influence additional Member State investment in a core funding compact that strengthens UN Women's institutional and fundraising capacity.

The year 2020 is a special year. It is the year that UN Women comes in to its own first decade of existence. It marks the end of Africa's decade for women. It is the year of the 25th commemoration of the Beijing Platform for Action. It is also the 20th year since the United Nations Security Council resolution 1325, the five-year milestone for the 2030 Agenda and as the midterm review point for UN Women's third four-year SP

Member State and the EU Funds for Non-Core (Public)

Non-core revenue rose to USD 214.2 million in 2017 and grew by an average of 18% per year between 2011 and 2017. Growth occurred across a range donor segments, with Member States and the EU remaining the largest contributors.

An overlooked source of non-core government funding that offers considerable potential, which UN Women can explore more deeply is country programme funding through host governments. UN Women's experience in Malawi illustrates how UN Women can pursue this funding source.

Mobilizing earmarked non-core from Malawi

UN Women's 2014 Gender Audit for the Ministry of Agriculture, Irrigation and Water Development revealed the limited capacity of ministry staff, including agricultural extension officers, in gender mainstreaming and rural women farmer's limited access to extension and agricultural advisory services (14%) relative to men (18%). On this basis, UN Women helped develop the capacities of senior and middle management ministry staff on gender-responsive design, management, monitoring and evaluation of agricultural programmes, including gender-responsive budgeting (GRB).

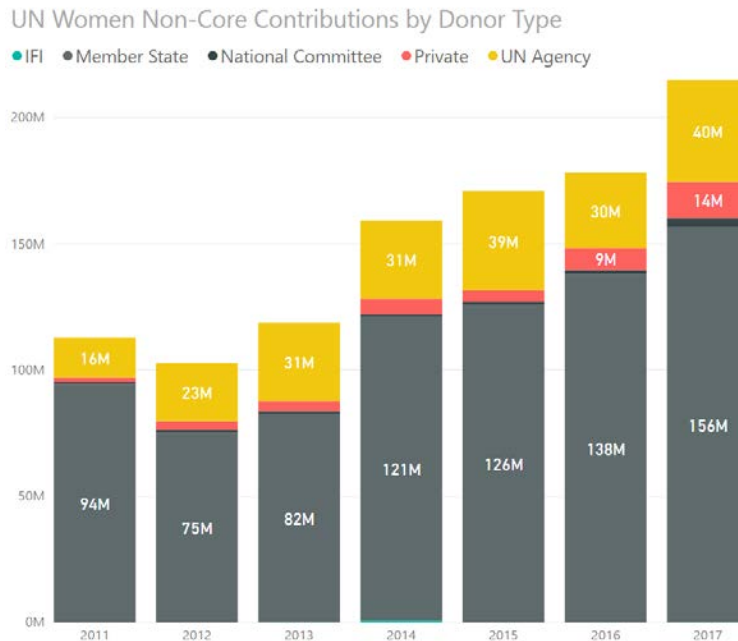
Subsequently, UN Women, UNDP and World Bank conducted the study: *Cost of the Gender Gap in Agricultural Productivity in Malawi*, that revealed a 25% gender gap in agricultural productivity in Malawi, costing the country USD 100 million annually. The report demonstrated that closing the gender gap would result in a 7.3% increase in crop production and, USD 100 million increase in total GDP, which could lift 238,000 people out of poverty annually. Given these critical findings, the Ministry of Agriculture expressed commitment to work with UN Women and challenged UN Women to demonstrate practical interventions on the ground to rapidly help the country bridge the gender gap in agricultural productivity.

UN Women and the ministry signed a cooperation agreement within the framework of the 2016/17 Agricultural Sector Wide Approach for a USD 600,000 project aimed at closing the gender productivity gap in Malawi, that benefitted 23,000 female headed households. Through this partnership, UN Women demonstrated its ability to scale up gender-responsive interventions to increase agricultural productivity and improve food, nutrition and income security for women farmers. The project resulted in 14.3% increase in rural women farmers' access to agricultural extension services and increased uptake of agricultural technologies of 7.5% in targeted districts. The partnership culminated in the inclusion of gender-targeted interventions within the National Agricultural Investment Plan (2018-2022) from which UN Women will have access to additional multi-year funding from the Government, which is expected to be in the range of USD 1.5 million.

Key lessons

- A gender audit provides concrete evidence on gaps that institutions must fill for the promotion of gender equality.
- GRB is a critical tool to identify gender-related needs, possible interventions and financial investments.
- Demonstrating impact with short term financing can help leverage longer-term and increased funding when interventions are aligned to government priorities.
- Projects that show visible transformation of the lives of women are easily scalable and sellable.

Figure 9. Non-core contributions by donor type



To continue the trend of increasing non-core from Member States and the EU, UN Women will ensure that:



- FPIs are implemented jointly with UN agencies and properly marketed and executed, including with engagement of Member States and key partners in the round-table process with country and regional engagement and support from host governments
- Political support is generated at all levels, all sectors and all countries through multi stakeholder engagement, consultations, dialogue and better coordination



- Right-size capacity and support structures in place in countries, regions and HQ to ensure on-time, within scope and budget delivery every time to build UN Women's delivery reputation



- Secure enhanced visibility of results and impact to encourage taxpayer support in donor countries including through National Committee communication and advocacy campaigns²²
- Continue to be recognized as a specialized, effective, and reliable programme partner and catalyst of transformational change and collective action (see the EU case study)

²² For example, the Iceland National Committee publicized the visit of its Queen to a UN Women project site in a refugee camp in Jordan. This resulted in a significant increase in funding through individual donations.

Joint Programmes and Pooled Funds with UN Agencies

UN pooled financing mechanisms, such as joint programmes, are expected to play an increasingly important role in funding UN Women programming.

The Secretary-General's synthesis report on the post-2015 sustainable development agenda ([A/69/700](#)) noted that for the UN to be 'fit for purpose,' "sustained development financing for longer-term support, which enables pooling of resources and brings together development and humanitarian financing, will be critical, as will more coherent United Nations funding mechanisms that unite rather than fragment the development policy framework."²³

UN Women-EU Partnership

The EU is a key UN Women strategic partner, with contracts valued at over USD 50 million signed in 2017. Since 2012, the partnership has been guided by a Memorandum of Understanding, with the Liaison Office in Brussels providing strategic guidance on how to engage the EU at all levels; new funding opportunities; programme development; managing programme requirements and partnership visibility. A system of EU focal points has been established at the Liaison Office in Brussels and at HQ (SPD, Programme/PSMU, Finance, Budget, Legal) to enhance coordination and knowledge. A monthly review on the status of pipeline and programmes under implementation takes place each month. The partnership has been successfully maintained through:

1. A three-pronged approach to joint advocacy, policy dialogue and joint programming;
2. Building partnerships with the EU Delegations at country, regional and headquarter level;
3. Moving towards increasingly large-scale programming with the EU;
4. Tapping into diverse EU funding sources, through different funding instruments; and
5. Intra-organizational coordination at country, regional, liaison and HQ levels

The EU-UN Spotlight Initiative on Ending Violence against Women aligns with this vision. UN Women played a leading technical and coordinating role in developing the initiative, under the leadership of the Deputy Secretary-General.

The 2018 draft General Assembly resolution on the repositioning of the UN development system encourages UN entities to enhance the use of inter-agency pooled funding mechanisms. The Secretary-General has called for a Funding Compact that would maximize Member State investments, proposes the doubling of inter-agency pooled funds to USD 3.4 billion and also requests the UN system to allocate at least 15% of non-core resource to joint activities.

²³ See: <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/undg-paper-on-pooled-financing-for-agenda-2030.pdf> (accessed 27 March).

UN Women's flagship programming agenda anticipates growing collaboration with UN partners, as UN Women strengthens its capacity to convene gender joint programmes, through the FPIs.²⁴ To increase joint programmes and pooled fund income UN Women will:



- Support the establishment of effective joint programmes on GEWE by convening UN agencies that can contribute to the successful delivery of gender-responsive FPIs at scale and in line with the magnitude of development, humanitarian and peacekeeping challenges that Member States call on the UN to help address



- Strengthen the facilitation roles of regional and country teams and engender GEWE political support from donors, governments and other partners locally
- Ensure that UN Women consistently has the capacity to convene and implement gender joint programmes
- Ensure that UN Women has the right capacity and support structure for joint programming design, coordination and technical support by investing more in organizational development



- Strengthen gender equality coordination by supporting strong gender equality assessments and analyses in Common Country Assessments, clear gender equality results in UN Development Assistance Frameworks, and joint results groups on gender equality to quantify results and study trends
- Ensure that UN Women is viewed as a specialized, effective and reliable agency and catalytic partner as a critical success factor in gender joint programming

The Spotlight Initiative, a global, multi-year initiative to end violence against women and girls, is an example of a successful multi-stakeholder (EU, UNDP, UNFPA and UN Women) trust fund that has received an initial investment of EUR 500 million. UN Women's technical and programmatic expertise will continue to lead and coordinate the UN system on GEWE through joint programming and initiatives.

²⁴ Per the UN Women SDF report 2017, UN Women has committed to use its FPIs to grow joint programming (see the meta-analysis of evaluations managed by UN Women in 2014 (UNW/2015/CRP.12) and as recalled by UN Women's briefing on the strategic plan, 2014–2017, including its FPIs (UNW/2016/CRP.2).

Large Foundations that are professionally staffed offer a potentially important RM and partnership segment, though UN agencies may not be their preferred path for investment unless directed to a programme.²⁵ The past ten years have seen a large-scale global expansion of private foundations (e.g. more than 2,500 foundations were established in China since 2004). Foundations must see UN Women as an effective channel to reach their programmatic GEWE goals. Foundations already recognize that investment in GEWE can bring huge benefits in terms of promoting peace, preventing violence, fostering economic development, and building education and social inclusion.

UN Women is increasingly engaging with large foundations, with mostly non-core funding contributions ranging from USD 400,000 to USD 10 million. Steps were initiated in 2016-2017 to scale up performance with:

1. Successful engagement with the BMGF that started with a capacity building grant of USD 1 million that was scaled up to a USD 10 million contribution to for gender statistics.
2. Leveraging peer-to-peer networking, such as with the BMGF, to identify and provide an introduction to other partners, which led to successful negotiations with two additional funding partners for a combined pledge of USD 12 million.
3. Networking with other large foundations such as Ford and Rockefeller to secure their focus on GEWE, with active engagement at policy and programme levels, while supporting outreach in regions, underpinned by intelligence sharing and training of regional teams led by SPD.

Overall, successful RM with large foundations depends on:



- Enhanced networking, with strategic engagement of DEDs and the ED
- Policy dialogue at the board and leadership level, shaping the foundation's giving cycle and key partnerships ahead of finalization (as was the case with BMGF)



- Joint facilitation by the Private Sector team and programme staff, supported by high quality programme documents and dialogue on programme design (large foundations are often hands on)

²⁵ The May 2016, UN Trust Fund to End Violence against Women Fundraising Strategy document, produced by I.G. Advisors, notes that "Foundation funding for women and girls outpaced the rate of general foundation growth between 1990 and 2006, with 37% of EU foundations focus at least part of their grant-making on women and girls.



- Proven capacity to implement according to plan, and provision of monitoring and evaluations data

The SPD Private Sector team currently has limited ability to effectively reach out to and network with the top 20 foundations worldwide. More staff to drive this agenda will be an important factor of success as well as greater focus on multi-stakeholder inclusion so the administrative burden of managing grants is shared across a number of donors, increasing efficiency.

Corporations and Corporate Foundations Funding (Private)

In 2017, 20% of UN Women private sector non-core revenue was from corporations. As of February 2018 over 1,800 CEOs from around the world had signed up to the UN Women and the UN Global Compact's WEPs. The potential to generate income through WEPs subscription and service fees has not yet been harnessed and is part of the "G" of the "DIG" strategy.

Funding from corporations and corporate foundations is relatively small compared to their overall potential. Still, corporate giving, including access to employees, clients and customers' individual giving can be lucrative.²⁶ Corporations may be best used to leverage other income, such as event sponsorship for International Women's Day (IWD), cultivating senior executives as major donors and securing *pro bono* services. Relationships with corporations can also raise UN Women's public profile. Given this potential, UN Women's intends to:



- Leverage and strengthen business networks using UN Women's convening power, with a few powerful allies in Collective Action Platforms like the Global Innovation Coalition for Change and the Unstereotype Alliance. These platforms serve as high visibility instruments for recognition in the business sector and recruitment for more major RM corporate partnerships



- Assess and prioritize potential global strategic partnerships prospects of USD 1 million+, and solicit priority partners for large scale, large impact partnerships
- Accelerate outreach to large scale donor prospects

²⁶ UN Trust Fund to End Violence against Women Fundraising Strategy document, May 2010, I.G. Advisors, pg. 10.



- Make effective use of the Private Sector Leadership Advisory Council, whose redesign in 2018 can support of the WEPs agenda and associated revenue streams
- Promote enrolment of “HeForShe” thematic champions, as donors to UN Women programming efforts
- Stage high-profile forums, such as a Business and Philanthropy Forum at the UN General Assembly, incentivizing announcements to get large and visible one-off contributions in order to strengthen investment in UN Women’s brand

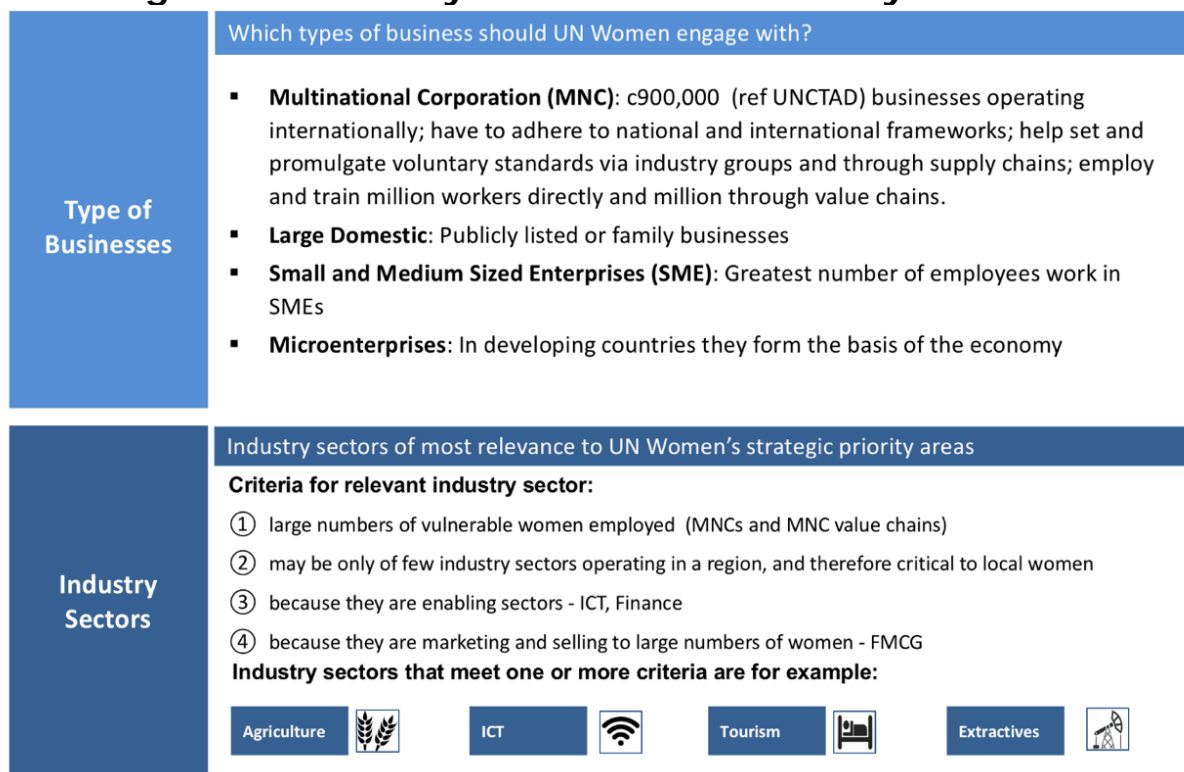
Leveraging corporations through employee giving is a key strategy that will be explored. The Go-for-Goals Volunteerism Initiative will be used to engage corporate influencers, who through sharing their experiences, can recruit individual donors from their employee base.

Figure 10. Go-for-Goals Volunteerism (illustrative)

Jordan	Join Angelina Jolie in Jordan on the <i>Women and Peace</i> impact travel program and help us strengthen women’s skills in advocating and participating in peace talks.
Haiti	Join Oprah Winfrey in Haiti on the <i>End Violence Against Women</i> impact travel program and help us build a safe Centre for women and girls.
Bangladesh	Join UN Women’s Executive Director Phumzile Mlambo-Ngcuka in Bangladesh on the <i>Ending Poverty</i> impact travel program and help us and empower and skill women and girls at the Rohingya refugee camp.
Malawi	Join the former first lady Mrs. Michelle Obama in Malawi on the <i>Educate our Girls</i> impact travel program and help us build a classroom for the girls whose children marriages were annulled.
Rwanda	Join Nicole Kidman in Rwanda on an <i>End Hunger</i> impact travel program and help us develop the buy from women farmers and smart agriculture platform.

A 2016 external review of UN Women’s private sector engagement, captured in the *draft UN Women Private Sector Engagement Strategy 2016-2019*, helped to identify where UN Women will prioritize and invest resources in building strategic, private sector partnerships.

Figure 11. Priority business and industry sectors²⁷



UN Women will seek to: (i) expand cause-related marketing income and document best practices for cause-related marketing with various multinationals; (ii) pursue expanded corporate support to UN Women’s overall visibility and expand global media partnerships; (iii) pursue employee fundraising in conjunction with digital fundraising, including in the context of humanitarian action; (iv) explore corporate connections to support to access high-net-worth individuals and influencers (HNWIIs). This agenda can also be supported by:

- Enhanced efficiency and sophistication in the due diligence process (more timely, context specific and including risk mitigation approaches) and enhanced global collaboration with country offices through the development of toolkits, guidance, and training webinars,

²⁷ Extracted from the *draft UN Women Private Sector Engagement Strategy 2016-2019*.

but also on joint collaboration in soliciting pledges (e.g. around the Global Forum).

- Enhanced project costing, and leverage corporate contributions to help subsidize investments in private sector engagement activities, so as to strengthen the capacity to accelerate outreach and deal-making.
- Launching the Contact Relationship Management (CRM) project (expected completion by the end 2018) and, in the interim, the development of an information system facilitating donor intelligence and coordination.
- Adequate human resources to drive this agenda, and provide guidance to the organization, is an important factor of success: a dedicated professional staff member at senior level supported by consultants.
- Being responsive to the findings of a 2017 external analysis of more than 30 private sector partnerships that found time-bound and quality reporting, along with donor visibility to be keys to successful partnership.

UN Women will take advantage of the opportunities that exist in this area, such as: (i) High-value and cause-related marketing opportunities; (ii) Corporations complying with corporate social responsibility standards; and (iii) Financial sector partnerships through innovative financing partnerships, working with banks such as JP Morgan, Goldman Sachs, UBS, or groups of industry leaders such as Women Moving Millions.

Objective 2: Invest in Individual Giving

UN Women will pursue grassroots individual giving that will contribute to core funding and one-off gifts that may be tied or untied to programming from HNWIIs.

While grassroots individual giving to raise funds requires an intense start-up phase, there are opportunities to promote it in less investment heavy ways by: (i) developing partnerships with online intermediaries such as Facebook Causes and corporate giving programmes; (ii) exploring opportunities to participate in crowdfunding platforms; (iii) promoting UN Women to charity rating organizations such as Charity Navigator and Givewell.

Public giving has advocacy value for UN Women, in terms of creating greater awareness of important causes and engaging people to address priority issues. This is a particularly successful tactic in the climate of heightened awareness driven by women's marches, and social media hashtags like #MeToo and #TimesUp. These can potentially include

matched giving arrangements or “challenge grants” from philanthropic and government donors.²⁸

US National Committee Experience with Individual Giving

The United States National Committee for UN Women successfully engaged in a giving arrangement with the [Tinder Fund](https://www.tinder.fund). Tinder made USD 250,000 available to donate to women's causes around the world on IWD. UN Women was one of 12 organizations that Tinder users could opt to designate the funds towards. The Entity received just over USD 200,000 of the USD 250,000 available through this initiative. The National Committee was notified of the campaign only a few hours before it began so they immediately requested their staff, the National Board, and Chapter Presidents notify colleagues, friends and family to tweet and rally their networks to tweet on behalf of UN Women.

To encourage public giving, UN Women is developing a global impact travel initiative, the Go-For-Goals Volunteerism, that can improve the awareness and positioning of UN Women among the general public, support the building of groups of advocates and storytellers through travel and volunteering, and grow resources for the Entity by encouraging monthly giving, giving circles and one-time large donations.

National Committees advocate and fundraise for UN Women. Their contributions rose from USD 1.75 million in 2015 to USD 6.3 million in 2017.²⁹ To secure growth in this sector UN Women will:



- Leverage corporate partners to tap the potential of employee giving



- Support National Committees to professionalize their fundraising
- Invest in selected countries that demonstrate a high return on investment
- Grow UN Women’s instruments to accelerate direct marketing (including digital giving) campaigns, implemented at global and national level

In 2016-2017, UN Women led a review of its National Committees to inform appropriate support strategies and the prioritization of key country markets for the following investments: (a) assistance from expert fundraisers, specialized in direct giving solicitation, to professionalize and optimize the performance of their national fundraising capacity; (b) cash investments or

²⁸ See: <https://www.tinder.fund>

²⁹ In 2016, USD 2.3 of 4.6 million came through corporate donors seeking a tax-deductible vehicle, which are managed through its National Committees.

reinvestments (at this stage very small but growing) in direct marketing in selected markets, to accelerate the cycle of donor acquisition and contributions; and (c) governance support, including in the design of fundraising strategies and plans.

Public fundraising that is purposefully designed and with the right capacity is among the most sustainable forms of fundraising investment and could in time support core most effectively. To support giving from the general public, UN Women is supporting its National Committees to:



- Tap employee giving through corporate partnerships and explore how best to tap UN Women's current networks once the CRM is established



- Professionalize fundraising from individual giving, encouraging appropriately competitive direct marketing strategies
- Develop a global digital fundraising infrastructure including a revamp of websites



- Position UN Women as an effective organization delivering transformative change in women's lives around the world (e.g. human interest stories are a fundraising tool given the reciprocal relationship between results and resources)
- Design complementary digital initiatives at the global level to leverage global campaigns and networks

Results in direct marketing and digital giving segments are directly related to the pace of investments and the visibility of the campaign/organization they are related to, so a key priority is to explore budget options (including Member States' investments) to fund direct marketing.

While the cost-to-raise-a-dollar is initially high and requires investments, the long-term value of donors acquired can be significant; the cases of UNICEF and UNHCR demonstrate that this segment can, over time, provide significant support.

Figure 12: Potential RM from digital giving



High-Net-Worth Individuals

UN Women has the opportunity to expand fundraising from private philanthropy,³⁰ including from HNWIIs (and their associated family foundations) and membership groups, such as faith-based organizations.³¹

While UN Women has limited experience in the receipt of gifts from HNWIIs, research from the United States suggests that HNWIIs households account for approximately two-thirds of all individual giving, and half of wealthy donors' fund general operating budgets (though their first gift may be to a programme, HNWIIs could be converted to provide core support to UN Women when trust is built). Furthermore, women drive the majority of philanthropic decisions, positioning UN Women and its GEWE agenda positively for HNWIIs engagement. The generational wealth transfer over the next decade will increase the number of women HNWIIs, in addition to the growth of women entrepreneurs globally. Taken together this creates good potential for increased giving from HNWIIs.

The May 2016, UN Trust Fund to End Violence against Women Fundraising Strategy document noted that "many women focus or feature women and girls in their funding portfolios, and women and girls' programmes are

³⁰ The May 2016, UN Trust Fund to End Violence against Women Fundraising Strategy document, produced by I.G. Advisors, notes that it is rare for major gifts to appear spontaneously or come quickly; it can take 18-24 months of relationship building before a major gift is made. It takes time to build million dollar partnerships: trust, common values and a shared vision must be carefully and strategically cultivated over time.

³¹ The May 2016, UN Trust Fund to End Violence against Women Fundraising Strategy document, produced by I.G. Advisor identified that current partnerships such as Zonta International can be supplemented with many further membership groups (Soroptimist International, Rotary, Kiwanis) and faith-based groups including United Methodist Church, LDS Charities, among others.

supported by women far more than male donors. The HNWIIs donor acquisition strategic approach is to:



- Target selected HNWI to design and establish UN Women philanthropic network(s) and drive peer-to-peer-recruitment. This includes connecting with leading philanthropists among feminist networks and women business leaders



- Initiate outreach to HNWI through 500 known foundations and trusts. The UN Women “Investing in Women Endowment Fund” has identified a target donor list
- Develop access through wealth and philanthropy management donor advisors (e.g. UBS, Fidelity), hosts of donor-advised funds (Community Foundations), and other philanthropic networks (Philanthropy Age)

Given limited resources, the initial geographic focus will be on HNWIIs in North America and the Gulf region, and networks in the United States and Switzerland, which are the top wealth management corporate markets.

Objective 3: Generate More Revenue from Communications and Advocacy Campaigns

Success in today’s competitive marketplace requires that governments, the private sector and HNWIIs and the general public know what UN Women does and what it has to offer. Positioning UN Women as an authoritative global voice on GEWE and showcasing the impact of UN Women’s work on the ground are pivotal to secure funding. If UN Women is able to increase positive visibility of the Entity, and visibility for its major donors, and access wide ranging stakeholders through its advocacy and communications campaigns, there is potential to generate previously untapped resources.

Communication and public advocacy campaigns must coordinate more closely with public and private-sector fundraising and RM strategies to increase revenue. “HeForShe” generated USD 3.1 million in non-core revenue from its thematic champion initiative as an example. There are a number of excellent and visible UN Women and WPP supported campaigns such as the “Stop The Robbery” public service announcements.

Data gathered between 2012 and 2017 demonstrates that UN Women’s social media following has expanded significantly, growing from some

430,000 followers in 2012 to 6 million in 2017. Media reports increased from 1,500 to 23,500 over the same period. Communications is increasingly a critical tool for RM as it raises the visibility of the brand and results. To connect fundraising to campaigning, SPD will review each campaign to explore opportunities for monetization.

The [UN Women's Communications & Public Advocacy Strategy \(2016-2020\)](#) outlines how public outreach is integral to sustain and advance momentum for GEWE generated in the context of the Beijing+20 campaign and the SDG's agenda, while increasing visibility for UN Women and its work. The goal of that strategy is that "UN Women communications and public advocacy drive GEWE as key issues of Agenda 2030 and bolster UN Women's role as the global authority in this context." One of the two objectives to achieve the strategic goal is to increase UN Women's visibility in support of RM.

Promoting UN Women through communications and advocacy campaigns, and at the same time promoting donors' support for UN Women, are important factors that can help donors make a convincing argument in a competitive funding environment for continued or increased funding to UN Women. UN Women will seek opportunities to promote donor visibility, including as part of its communications and advocacy campaigns as another way to boost fundraising efforts. Donor visibility is an unmet need.

UN Women will need to invest more adequately in improving its digital spaces for fundraising (e.g. revamp websites, develop digital fundraising infrastructure); and visibility, including for its donors, through media partnerships (e.g. Step it Up for Gender Equality Media Compact); and build on existing strategic partnerships and strategic multipliers (e.g. link fundraising to sports federations, celebrity engagement and goodwill ambassadors).

UN Women has the opportunity to build on programming in the sports sector and leverage famous women and men in sport as celebrities, to increase both visibility and RM. This approach has the potential to be a very lucrative and highly impactful way to fundraise, increase visibility and support transformative programming.

Tapping the Sports Sector for RM

Sport is a massive sector that reaches billions of people, and whose major events are some of the most watched in the world. The most recent summer Olympic games, held in Rio de Janeiro in 2016, drew in an audience of 3.6 billion viewers. The 2014 FIFA World Cup™ reached 3.2 billion viewers. According to [KPMG](#) the entire global sports market – including infrastructure, events, training and sports goods – is estimated to be worth between \$600-700 billion a year and its growth outpaces the GDP growth of most countries.

Despite its popularity and growth, sport is a sector in which women and girls continue to find far fewer opportunities than men and boys and in which women and girls face significant forms of discrimination. In the ranking of the 100 highest-paid athletes, there is just one woman and [research](#) shows that women chaired only 7% (5 of 70) of international sport federations in 2016. At the same time, UN Women experience shows that it holds huge potential to transform beliefs, attitudes and lives for the better. Young women and girls in sport are agents of change and role models for their peers, families, communities and nations. Sport is a driver for change and also a realm that needs to change.

UN Women's "One Win Leads to Another" (OWLA) programme that combines sport with life skills education, implemented jointly with the International Olympic Committee (IOC) and piloted as a legacy of the 2016 Rio Olympic games, demonstrated the quick and direct impacts possible:

- 89% of girls said they were a leader, compared to 46% before the programme
- 93% of girls now know where to report violence
- 79% of girls now know how to prevent pregnancy, compared to 25% before
- 77% of girls now know how to prevent sexually transmitted infections, compared to 21% before the programme
- 99% of girls believe that one day they will get a job

The IOC is scaling up the original USD 630,000 programme with USD 2.7 million in Brazil, and replicating it with USD 1 million in Argentina. UN Women is negotiating replication of OWLA in the context of Tokyo 2020 and Beijing 2022 Olympics. Opportunities also exist to raise funds from the IOC's top sponsors.

UN Women needs to better articulate the direct positive impact its programming has on women's lives. Human interest and success stories are the strongest capital in convincing donors that a contribution to UN Women will turn into concrete change that improves the lives of women and girls around the world. Individual empowerment must be the bedrock of the UN Women storytelling. UN Women Country Offices must be encouraged to allocate sufficient capacity and resources for this purpose. The organization will also draw stories and data from its Trust Funds.

Reinforcing human interest stories with hard evidence will demonstrate the transformative effect of UN Women programming. As data visualization and digital presentation are evolving in new and exciting forms, communications must put emphasis on exploring quick and convincing ways to make the case for investment in UN Women through heart tugging and evidence-based social assets and visual collateral. These approaches will be critical as

UN Women plans on expanding its public giving programme, which has an important advocacy value.³²

UN Women can also package its deep global GEWE knowledge for income generation. A good opportunity is the WEPs, where subscription and self-assessments could be offered at a fee rather than given away free. If the 2,000 WEPs signatories, all of which are for profit companies, were charged USD 500 per year for their subscription; USD 2,000 per self-assessment per holding company; and USD 500 per assessment per subsidiary this would generate upward of USD 5 million without requiring a large investment of work for UN Women. Other fees could be generated by charging for advisory services that help the companies pursue WEPs standards and track progress.

Additionally, strategic partnerships with the media and public relations and communications companies, such as the Step it Up for Gender Equality Media Compact,³³ will allow UN Women to improve its visibility. The multinational advertising and public relations firm WPP is working with UN Women on a *pro bono* assignment that includes a full time fellow and millions in free media exposure linked to International Women’s Day and the 16 Days of Activism Against Gender-Based Violence.

SECTION 4: THE THREE P TACTICAL ENABLERS

The three P’s (strategic partnerships, portfolio management and positioning) are the key tactics that will be used to help successfully deliver UN Women’s “DIG” strategic objectives. The three P’s will be underpinned by cross cutting needs like the right **people** doing the right tasks in the right place, as well as more clear, cohesive and streamlined **policies, procedures and systems**.

³² UN Women should seek high pay off opportunities to attract citizens around the world to its cause, but with minimum investment of resources. These can potentially include matched giving arrangements or “challenge grants” from philanthropic, and government donors. The UN Trust Fund to End Violence against Women has been developing a number of mass market initiatives, such as cause marketing through Soko bracelets and the Orange Dress, and challenge events like the Five Boro Bike Tour.

³³ The Compact aims to be a mutually beneficial agreement through which valued media partners are invited to scale up their focus on women’s rights and gender equality issues through high-quality coverage and editorial decisions, complemented by gender-sensitive corporate practices.

Figure 13. The three P's



Strategic Partnerships

UN Women engages in a wide range of partnerships, some of which cost more to develop and maintain than the monetized benefit that can be derived from them, as such, not every partnership is strategic.

Working in partnership is essential to the entity's ability to deliver development results and contribute to the achievement of the SDGs. UN Women works in partnership with rights-holders and duty-bearers at local, national, regional and global levels to deliver its mandate. This encompasses women's groups and civil society, governments, national mechanisms for women's affairs, parliaments, regional organizations, academia, the media, businesses and foundations, national committees, goodwill ambassadors, celebrities, sports federations, and the public at large, among others.

The strategic partnership evaluation inspired definition of a strategic partnership is: *If a partnership is mutually beneficial and leads to force multiplication, innovation and/or other positive GEWE outcomes that would not otherwise happen, then it is strategic.* This working definition of a strategic partnership focuses on the multiplication of organizational resources, capacities and innovations in the pursuit of positive changes in women's lives, towards the achievement of GEWE. Criteria and tools will be developed to help the organization select strategic partnerships. For example:

CRITERIA	CHECK
Will the partnership contribute to the achievement of UN Women’s mandate? If not, do not proceed.	
Is the partnership mutually beneficial? If not, do not proceed.	
Will the partnership contribute skills, capacities, knowledge and/or innovation that UN Women does not already possess?	
Will the partnership multiply resources available to UN Women for the initiative at least three-fold?	
Will the partnership bring or deliver something new and/or scale up something that works?	
Will the partnership allow UN Women to more easily contribute to the changes it wants?	

The 2016 Strategic Partnerships Evaluation noted that despite a challenging overall funding environment, UN Women has successfully established strategic partnerships that mobilize significant resources, which has increased the Entity’s influence, effectiveness and funding base over time.

Figure 14. UN Women’s primary funding partners

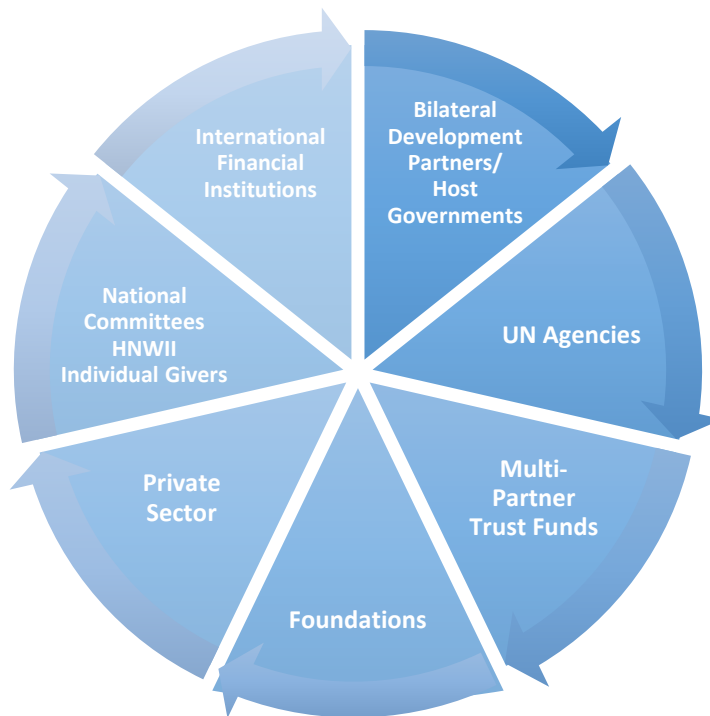


Figure 15. RM partnership typology

RESOURCE TYPE	PRIMARY PARTNERSHIP FOCUS
Assessed Contributions	UN Women accesses these funds from the UN's regular budget that are received as appropriations from Member States. UN Women will continue to advocate for increases with the UN's Third and Fifth Committees.
In-kind Contributions	UN Women receives significant value from in-kind contributions of goods and services from funding partners, in particular bilateral government donors, host governments, and the private sector. Examples of in-kind support include Junior Professional Officers who provide human resource support to UN Women's programming and operations (valued at 3.7 million in 2017); <i>pro bono</i> services and consulting advice; goods such as office space, accommodations, vehicles and equipment.
Institutional Funding	UN Women's primary partners in the receipt of core funds that support the Institutional Budget are bilateral donors, who provided 97.4% of core funds to the Entity in 2017. National Committees, the private sector and UN Agencies also contributed to core.
Programme Funding	UN Women's primary partners in the receipt of non-core funds for programming are bilateral donors, followed by UN Agencies (see Compact and Pooled Funding below), the private sector, National Committees, Foundations, and Individual Giving.
Trust Funds Funding	UN Women administers the Trust Fund to End Violence against Women and the Fund for Gender Equality, and is a core Agency involved in the EU-UN Spotlight Initiative. The primary partners are bilateral donors, though UN Women Trust Funds also receive support from non-governmental organizations, National Committees, foundations and the private sector.
Compact and Pooled Funding	UN Women joint programming has increased steadily and represented a substantial 11% of UN Women's total funding in 2017. The primary funding partners in pooled funds, including Humanitarian Pooled Funds ³⁴ , One UN funds, and UNAIDS Unified Budget, Results, and Accountability Framework funds, are UN Agencies.

The categories of partnerships that mobilize financial and non-financial resources are: (i) financial partnerships that result in contributions in the form of cash; (ii) in-kind partnerships that result in contributions in the form of goods or services that are intended to be passed on to governments, non-governmental organizations or individuals (e.g. goods or services to be used in the implementation of a project); (iii) *pro bono* partnerships that result in contributions in the form of goods or services that are to be used by UN Women; and (iv) third-party partnerships that result in contributions in the form of goods or services that are used by UN Women or are intended

³⁴ UN Women has received over 5.7 million in funds through the Central Emergency Response Fund since 2012, with almost 1.5 million allocated to UN Women as of May 2018.

to be passed on to governments, non-governmental organizations or individuals, for which the contributor pays the service provider or vendor.

UN Women needs to develop policies and procedures as well as processes and guidance that facilitate the identification, selection, curation and monetization of all partnership categories.

The 2016 Strategic Partnerships Evaluation stressed that “partnerships are fundamental in the specific global context of [GEWE]. In particular, the ability to partner is critical to UN Women’s role in supporting the broader women’s movement, which has historically led global action on gender equality and women’s rights.” This is why UN Women wants to derive better value from the alliances and partnerships it engages in, and avoid high cost and/or low return collaboration.

Executive Board report [UNW/2017/CRP.3](#) on the 2016 Strategic Partnerships Evaluation also identified the need for a more consolidated organizational approach to strategic partnerships, including a common definition, rationale, principles, and indicators for engagement with and across diverse groups and in diverse contexts.

At the corporate level, the Integrated Results and Resources Framework, accompanies the SP 2018-2021³⁵ as the primary instrument for UN Women to measure its performance in implementing the plan. One of the four organizational effectiveness and efficiency result output areas, focuses on “Increased engagement of partners in support of UN Women’s mandate”. The two indicators identified to track progress against this output at corporate level are the:

- **Number of strategic partnerships with the corporate sector**, integrating gender equality principles in their core business and/or value chains and at least two types of the following contributions to UN Women’s mandate: (i) financial; (ii) advocacy and visibility; (iii) expertise and staff time.
- **Percentage of new Regional and Country Strategic Notes with a dedicated partnerships strategy.**

³⁵ See: [http://www.unwomen.org/-/media/HQ/attachments/sections/executive%20board/2017/second%20regular%20session%202017/annex%20i%20-%20integrated%20results%20and%20resources%20framework%20final%20\(2\).pdf?la=en&vs=2103](http://www.unwomen.org/-/media/HQ/attachments/sections/executive%20board/2017/second%20regular%20session%202017/annex%20i%20-%20integrated%20results%20and%20resources%20framework%20final%20(2).pdf?la=en&vs=2103) (accessed 29 March 2018)

While UN Women collaborates with a diverse set of partners, which is one of its strengths,³⁶ it does not always select the **most strategic** partners offering the highest value to the Entity. Given its finite capacity and resources, as well as the expanded scope of work related to SDGs of the 2030 Agenda,³⁷ UN Women stands to gain more from a selective and targeted approach to partnerships. This can include a shift away from UN Women collaborating with particular partners based on their indication of an opportunity, towards the strategic targeting of select partners that UN Women identifies it would like to work with. Improved selection of partners would better enable UN Women to multiply its resources and maximize its results. A stakeholder analysis and engagement and management strategy will facilitate this and will be developed separately.

Member States have agreed that the ambition and breadth of the 2030 Agenda and its 17 SDGs are unattainable without robust partnerships. Goal 17 explicitly calls for partnerships for achievement of all 17 Goals and has a target (17.17) specifically related to multi-stakeholder collaboration. The 17 SDGs are interconnected and interdependent, with Goal 5 on gender equality integral to all dimensions of inclusive and sustainable development, so that all the SDGs depend on the achievement of Goal 5. Moreover, the 2018 draft General Assembly resolution on the repositioning of the UN development system “welcomes the Secretary-General’s proposals to strengthen a UN system-wide approach to partnerships.”

UN Women will need to become more focused on strategic partnerships at global, regional and country levels to mobilize significant resources and multiply efforts, resources and expertise in ways that fast track progress and leave no woman or girl behind.³⁸

³⁶ The 2016 Strategic Partnerships Evaluation found that the “significant added value of strategic partnerships has been in extending UN Women’s reach, influence and access to constituencies, and in leveraging interactions between operational and policy work; [that] UN Women efforts have focused on growing and diversifying its partnership base. These have resulted in important contributions to advancing the GEWE agenda, particularly in relation to mainstreaming gender into the new set of global and national development frameworks; [and that] UN Women demonstrates a strong organizational commitment to working in partnership. UN Women’s partnerships have reached a variety of partners, opened doors to untraditional partners, and have been shown to be individually relevant in the current global context”.

³⁷ The transformative vision of the SDGs, adopted by the UN General Assembly in September 2015, places new demands on the scale, scope and ambition of UN Women’s strategic partnerships to achieve transformative change by 2030. These heightened ambitions and challenges coincided with a decline in Member States funding for development, including GEWE, after the global financial crisis. UN Women’s RM efforts were also subject to global declines in official development assistance following the refugee crisis in 2015, focused in particular on the influx of Syrian refugees into European countries, which diverted official development assistance for both bilateral and multilateral assistance to domestic programmes, something that affected the full range of development actors both within the United Nations and beyond. At the same time, in response to the SDGs UN Women has begun working more intensively on climate change for example and has expanded work on peace, justice and strong institutions.

³⁸ As the Secretary-General’s report *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet* of December 2017 emphasizes, there is only 13 years left for countries to achieve the 17 SDGs. The report calls for accelerated action; UN Women requires sufficient resources in order to ramp up efforts on GEWE.



Portfolio Management

RM portfolio management, based on the Pareto principle,³⁹ involves identifying the 20% of prospects that will provide 80% of the value and focusing 80% of effort on converting those from prospects to core, in-kind or third-party contributions that increase resources or offset expenses. It also involves better balancing risk against performance. Portfolio management is concerned with determining strengths, weaknesses, opportunities and threats in the choice of investments in order to maximize returns.

SPD, in leading organizational RM, will feed RM intelligence to the organization to support effective portfolio management. Internal mechanisms have been established, including the:

- [Donor Intelligence Hub](#) that features key information on donor aid priorities, political and social contexts, agreements and correspondence, strategies, policy guidance notes and mission visits, as well as donor pledges and contributions.
- [RM Donor and FPI Focal Point](#) system that ensures partners receive dedicated attention and services towards strengthened relationships and increased contributions. Focal points coordinate efforts that involve all parts of the organization, including by providing outreach support and guidance (including through a proposal pipeline of packaged FPI programmes).
- [RM Liaison Offices](#) in Brussels, Tokyo, Copenhagen, Abu-Dhabi and Washington D.C. that provide strategic guidance and direct support for external relations, RM and compliance with donor requirements.
- [RM Learning Café](#) to support RM learning and information sharing through bi-monthly meetings on relevant topics and a community of practice.

Additionally, an RM toolkit will be developed that covers portfolio management, among other RM and partnership topics, that will serve as a training and reference material that would see the organization invest the most time and effort on converting the highest return, lowest risk funding prospects into financial commitments for the organization by:

³⁹ The Pareto principle states that for many events, roughly 80% of the effects come from 20% of the causes.

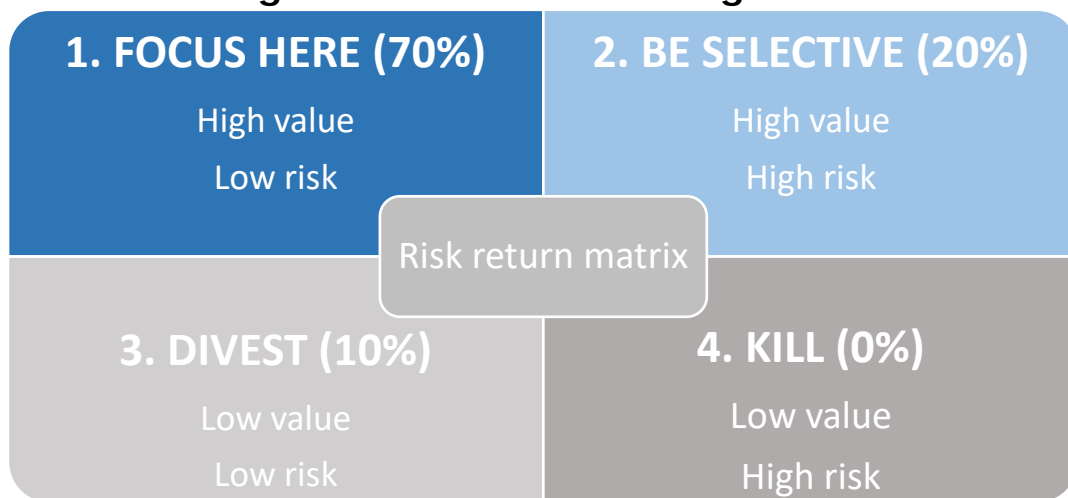
- i. establishing a policy that expedites decisions on high-return and low-risk segments of prospects;
- ii. investing upfront time on go/no-go decisions related to high-return, high-risk prospects so that a few select and extremely high-value prospects are pursued; and
- iii. divesting from low-value prospects immediately when they are high risk and through a process for lower-risk prospects.

This relies on a strategic approach to business development, with UN Women effectively building coordinated packages for donors based on market knowledge and donor prospect interests, rather than piecemeal offerings.

Monetary values of USD 1 million and above and monetized *pro bono* services or support of USD 1 million and above will be considered high value. Risk will be rated high, medium or low according to UN Women’s enterprise risk management framework and due diligence score (e.g. high, medium, low).

High-value opportunities would contribute at least USD 1 million and very high value at least USD 10 million at corporate level; and **1 million in local currency at regional and country levels**. Where individual contributions cannot meet these minimum thresholds, efforts can be made to cluster contributions in an efficient way to meet the minimum threshold. The matrix below depicts this portfolio management approach.

Figure 16. Portfolio management



Managing a high-performing RM portfolio that capitalizes on strategic partnerships to maximize revenue and results will entail managing risks rather than avoiding them all together. UN Women needs to increase its low levels of risk appetite by weighing risks against reward, and institutionalizing a decentralized due diligence process alongside this principle. It takes UN Women too long to reach a decision and the quality of the decision is questionable due to the application of inconsistent standards and filters. The current approach and process carries a high opportunity cost and risks of associating with partners that could negatively impact UN Women's reputation and see the Entity invest extensive effort in low-value prospects.

Portfolio management will be linked to global account management, coordination of contact and accountability; as well as strengthened policy framework and clearer guidance.



Positioning UN Women for Successful RM

“Success in today’s competitive marketplace requires that governments and other donors, such as the private sector...know what UN Women does and what it has to offer. Positioning UN Women as an authoritative global voice on gender issues and showcasing the impact of UN Women’s work on the ground are pivotal to secure both core and non-core funding.”⁴⁰

To facilitate RM UN Women must successfully position itself as the leading international organization advancing GEWE, with a widely recognized brand and a high return on social investment. Currently UN Women is best known among diplomatic spheres of government and national gender equality machinery and women's groups. In general, there are lower levels of awareness of UN Women among high-level decision makers, the general public, parliamentarians, youth and the private sector. An April 2018 survey of 800 people in the United States found that just 14% were familiar with UN Women.⁴¹ This is a key challenge that the organization must address.

UN Women must use communication and advocacy campaigns⁴² to position itself as a unique and effective organization and garner political influence and support across a wide range of stakeholders. High-level political support

⁴⁰ UN Women Communication & Public Advocacy Strategy 2016-2020, pg. 10.

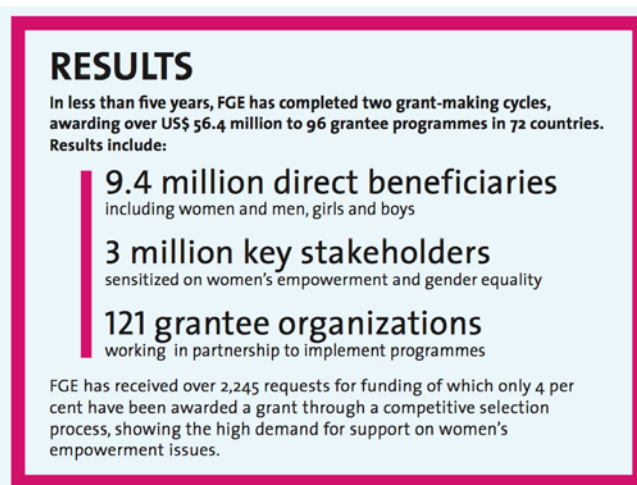
⁴¹ Survey conducted through UN Women's partnership with WPP. Source: Penn Schoen Berland.

⁴² Successful recent campaigns include Beijing+20, as the predecessor to Planet 50-50 by 2030: Step It Up for Gender Equality!; as well as “HeForShe” and UNiTE, which have demonstrated the power of social mobilization for a gender equality agenda.

for UN Women and its mandate from its funding partners is essential for RM. UN Women must improve its ability to link most advocacy campaigns to RM, both its own (including with strategic multipliers like celebrities, athletes and goodwill ambassadors) and those of its National Committees.

The UN Women UN Trust Fund to End Violence against Women and Fund for Gender Equality also act as strategic multipliers, offering visibility for the Entity and its funding partners and adding value to the UN's engagement with civil society, developing national capacities, capturing important human interest stories and bringing positive visibility to UN Women and its funding partners.

Figure 17. RM by the FGE



The UN Women Communication & Public Advocacy Strategy 2016-2020 provides a framework for organizational positioning in support of RM. Its guiding principles are that UN Women's brand must be consistent; all UN Women staff must be enabled as communicators; and communication and advocacy efforts must be integrated across the organization's mandate, be user-focused and coherent.

UN Women is working to enable the achievement of GEWE goals through communications and advocacy by investing in media partnerships (e.g. Step it Up for Gender Equality Media Compact), the digital space and strategic multipliers.

UN Women is the only organization in the world mandated by all 193 countries to lead global efforts to accelerate progress towards GEWE for women and girls worldwide. It is also the only entity that coordinates GEWE

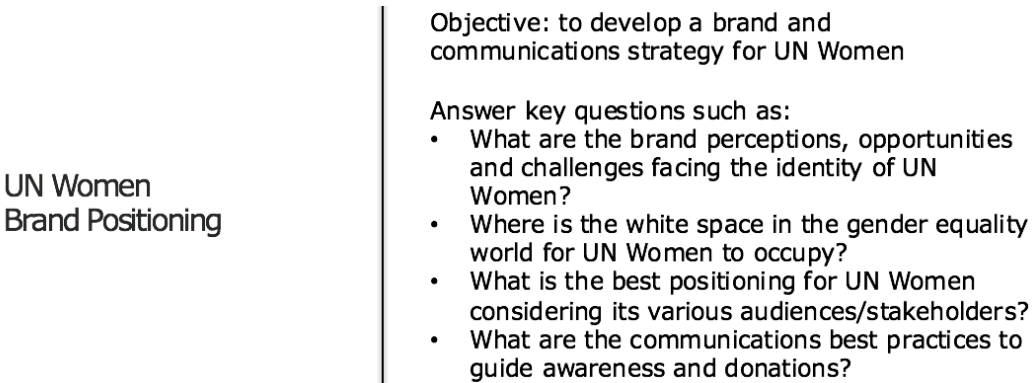
within the UN system accelerates the 2030 Agenda by facilitated women’s participation in development as agents of change.

As a think-act organization, UN Women is uniquely positioned to provide action-oriented, technical GEWE expertise, including through its Training Centre,⁴³ which provides high-quality training courses, programmes and resources on key women’s rights issues. UN Women must *position itself more strategically for fundraising*. This requires a shared understanding of UN Women’s brand and a clear understanding of which target segments to focus on and relate to and the ability to articulate UN Women’s value proposition, which distinguishes it from other organizations and entities that work on GEWE issues.

UN Women is a good custodian of donor funds and needs to be better known in this light by its funding partners; the Entity has a solid track record in this area, having received clean unqualified opinions on its financial statements since inception despite having acquired four entities. This is a key selling point for UN Women as an investment option, as are the positive findings drawn from evaluations and other assessments like the Multilateral Organisation Performance Assessment Network (MOPAN).

WPP is working on a *pro bono* basis on positioning UN Women’s brand and developing corporate key messaging to raise awareness of UN Women’s as a good investment option. As part of this collaboration, WPP will work with UN Women to develop a brand positioning from which a positioning statement and key messaging will flow, in line with the figure below.

Figure 18. WPP action plan on brand positioning



⁴³ When UN Women was established, it merged the work of the former International Research and Training Institute for the Advancement of Women

The DIG three P's strategy should enable UN Women to fulfil its composite mandate through the implementation of its SP 2018-2021, in an effort to support Member States to accelerate gender-responsive implementation of the 2030 Agenda, in line with the Beijing Platform for Action.

SECTION 5: RESOURCING THE RM and PARTNERSHIP STRATEGY

UN Women has invested substantial resources in RM and partnership development. UN Women also embeds RM as a leadership function in the ED and DED job profiles as well as within the Programme Division. Fundraising for programming is explicitly cited as the responsibility of global, regional and country programme management.

UN Women's corporate investment in implementing the RM and Partnership Strategy through SPD, is approximately USD 13 million per year (less than 10% of core resources). SPD will lead fundraising strategy development on core fundraising, and support non-core fundraising, partnership coordination and corporate communications as well as positioning. SPD will help the organization coordinate partnership management by assigning individuals to manage its strategic partnerships around the world. That person does not need to be HQ or SPD based. That person needs to have the best competences and be best situated to manage the relationship well. The Strategy intends to replace silo thinking with client thinking.

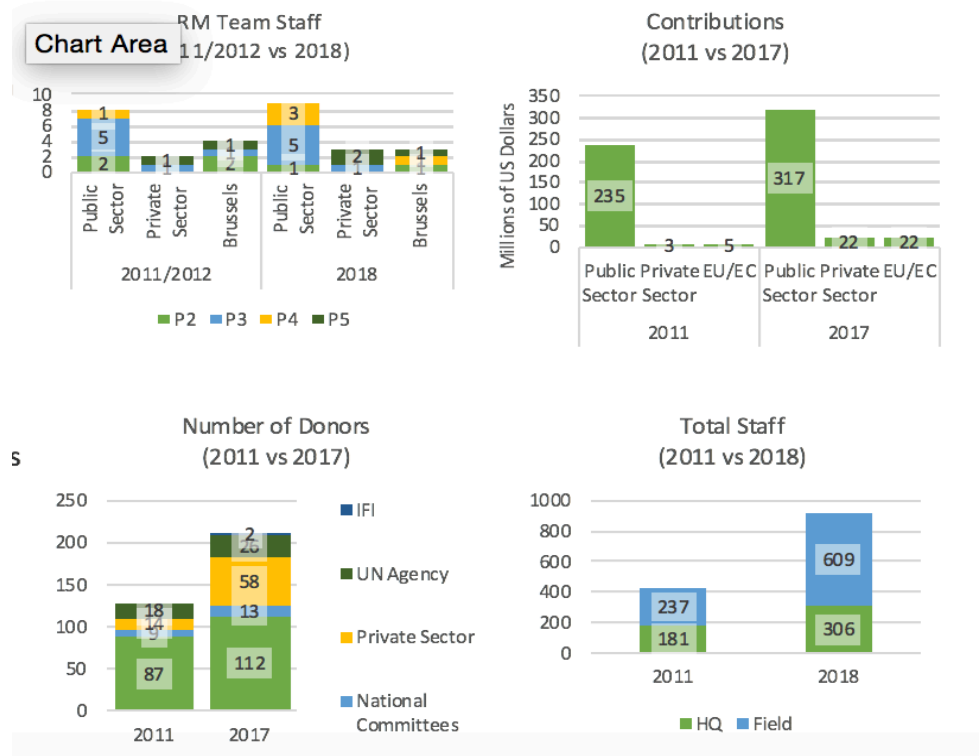
SPD and the Programme and Policy Divisions will work together on tactical fundraising planning and implementation in consultation with other Divisions and under the guidance of UN Women's leadership and management as part of corporate RM and partnerships planning. Agreements reached within the DIG three P's framework will be captured in a corporate annual road map that will guide UN Women towards achieving its annual fundraising targets.

The corporate annual road map will be developed as part of the corporate annual work planning cycle. To support non-core fundraising, SPD will prepare DIG three P's RM strategy templates and samples; and provide advisory services and training to help Divisions, regions and countries customize the corporate RM and Partnership Strategy to their context and present annual RM and partnerships plans attached to annual work plans.

People are a key part of resourcing the RM and Partnership Strategy. The money allocated to SPD is mostly spent on people, with some investments in systems and digital infrastructure. The Strategy

involves a new way of working to overcome human and financial resource constraints. While between 2011 and 2017 UN Women total resources grew by 48%, the HQ RM team has not grown to keep pace with these increases (e.g. despite a 412% growth in resource from the EU, UN Women has not increased its investment in the Brussels Liaison Office since 2011).

Figure 19. RM team staff growth compared to contribution growth



Going forward, UN Women will expand its RM and partnership human resource scope beyond HQ and galvanize the already existing global fundraising team. All the top 20 non-core fundraisers that UN Women had in 2017 were located outside New York.

There will be less concern about which Division raises core versus non-core contributions and more focus on identifying the right roles for the right people to meet SP funding needs. This shift in organizational mind set will activate the collective talent UN Women already has among its existing human resources. SPD will invest more time in advising regional offices on recruiting and managing fundraising professionals in countries that have high-funding potential, based on findings from market mapping exercises.

The location of specialists will be client and market driven rather than Division or hierarchy driven. The most effective fundraisers differ in grade and location across the organization.

Figure 20. Past model: everyone talks to everyone

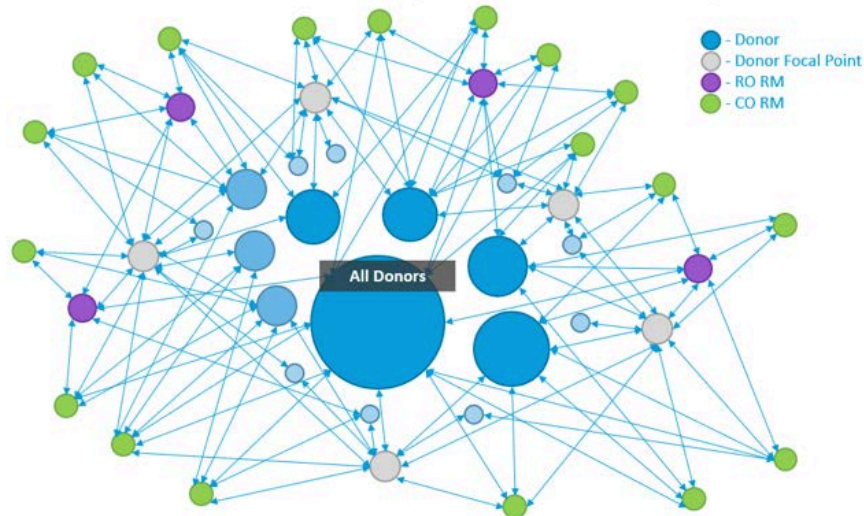
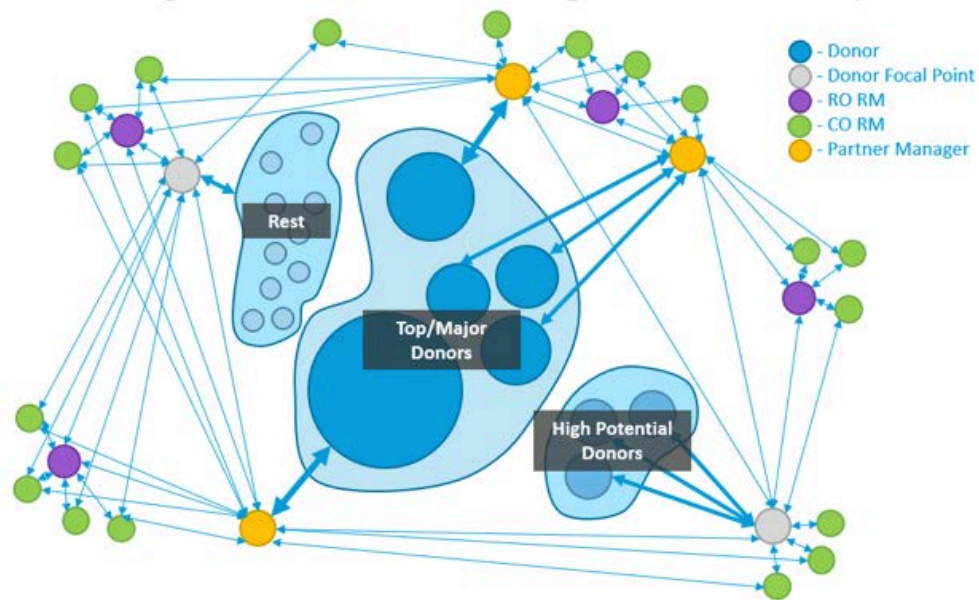


Figure 21. New model: segment, focus and strengthen relationships



To support the provision of guidance on the five “Rs” of RM and various donor segments, SPD will develop a RM and partnership toolkit on how to map and segment the market for fundraising that includes a classification of countries (least developed, middle income, conflict affected) and covers the cycle from mapping donor segments, identifying tactics, prospecting, pitching, negotiating, closing the deal, signing agreements, delivery, visibility and reporting. Additionally, SPD will provide training on the cycle of business development from signing an agreement to reporting. The RM and partnership toolkit will include guidance to Country and Regional offices on the development of RM and partnership annual work plans.

To support the organization to meet the 2018-2019 Integrated Budget projection of USD 880 million, including institutional funding, the Entity must galvanize all parts of the house. In 2018, an internal “Time is Now, getting to \$565 million” fundraising drive was initiated to bring everyone together on meeting fundraising goals. Four task teams were established as follows:

- **What's Our Story** will develop elevator pitches, key messages, and storytelling and communication strategies.
- **One UN Women Sales Force** will undertake tactical planning and sales, negotiating and closing deals/agreements with partners.
- **Red Tape Rippers** will work to streamline business development, relationship management and reporting processes. Ensure quality delivery and well managed key relationships.
- **People First** will focus on “One UN Women” team building, incentives, and a rewards system.

In 2018, UN Women had global reach through five Regional Offices, six Multi-country and 45 Country Offices, and 38 programme presences. Procedures and systems in the Programme Division at HQ and with field offices supports collaboration on RM and needs to be capitalized on by SPD.

There are several divisional RM and partnership roles envisioned under the DIG three P's Strategy. These include, but are not limited to the following:

- **SPD and the Programme⁴⁴ and Policy Divisions** will work collectively on annual tactical fundraising planning and implementation, captured in a collective road map. The annual road map would be developed as part of the annual work planning cycles as an aggregation of country, region, unit and divisional plans aligned to the corporate DIG three P's RM and Partnership Strategy.
- **The Humanitarian Action and Crises Response Office (HACRO), the Programme Division and SPD** will work together to continue growing contributions for UN Women's work in the area of humanitarian action and emergency fundraising, in the context of its significant expansion since 2011 through evolving government and private sector contributions.
- **SPD and DMA** will coordinate development of four "Time is Now, getting to \$565 million" task teams in 2018. The aim, apart from reaching the 2018 core fundraising target is to generate more programmable core funds to generate at least three times as much non-core funding.
- **SPD will work with DMA** to continue explore ways in which to use the money that UN Women keeps in trust with the UNDP Treasury to yield increased revenue for UN Women and call on other UN agencies to propose changes to the Financial Rules and Regulations that enable more innovative financing.
- **SPD will work with the Innovation Unit** and National Committees on innovative financial initiatives and platforms such as crowdsourcing micro donations like UNITLIFE, and a UN Women Endowment Fund, for example.
- **SPD will work with the Civil Society Division and Trust Funds**, as well HACRO to increase public awareness on issues and related giving through UN Women's National Committees around the world.
- **Policy Division will work with SPD** to convert cutting edge GEWE applied knowledge into accessible products and social assets that

⁴⁴ Reference to Programme Division includes all Regional, Multi-country and Country Offices.

increase public awareness of UN Women's leading position on GEWE among non-traditional funders.

- **DMA and the Programme Division** will work with SPD to develop and/or build on fundraising and partnership management policies, processes and systems as applicable across the organization.
 - **SPD and the Regional Offices** will strengthen collaboration through periodic consultations and calls on a range of topics of mutual concern, including with the Programme Division, and through the RM Network. These interactions will be at multiple levels.
 - **SPD will work with Country Offices** through the RM Network and the Community of Practice on RM and Partnerships, among other support and capacity development initiatives spearheaded by the Business Development Team of the RM Branch, and in collaboration with the Programme Division.
- **SPD will work with the Intergovernmental Division** to mobilize greater political will for investing in GEWE globally through UN Women via: (1) the Structured Dialogue on Financing with the Executive Board, regional block dialogue as well as targeted bilateral engagement; and (2) developing and implementing fundraising strategies related to the top 10 donors and supporting country and regional teams as well as National Committees to do the same for their spheres of influence.
- **SPD, the Programme Division and the UN Coordination and Evaluation Divisions** will work together to develop UN Women's contribution measures and indicators that enable the collection, collation and articulation of the results of UN Women's catalytic and coordination efforts across UN agencies and raise more funding as well as mobilize more people for coordination.

This will increase donor return on investment significantly as the fuller and currently invisible development results of UN Women's coordination role starts to get counted. Donors increasingly want to pay by results so what gets counted gets funded.

- **SPD will work with the UN Coordination Division and Trust Funds** to crowdsource sponsorship of international day events such as

International Women’s Day and 16 Days of Activism Against Gender-Based Violence; with the support of strategic partners like WPP.

- **SPD will partner with the ED’s Office to access HNWI** who drive large giving decisions (above USD 10 million) and engage them in UN Women’s work. The UN Women “go-for-goals” volunteer initiative that is currently under development is an example of an engagement tactic. More generally, SPD will support the ED’s and the DED’s Offices as they drive high-level dialogue and consultations with strategic partners.

This Strategy clarifies and asserts SPD’s responsibility for fundraising along with those of other parts of the organization. While the whole organization will contribute to UN Women’s RM efforts, implementation of the Strategy must be effectively coordinated, with clearly defined targets, roles and responsibilities.

This is in line with the RM Audit recommendation and responds to lessons learned from implementation of RM strategies during the previous SP period, which highlighted the need to improve clarity regarding corporate responsibility and accountability for RM. The figures below illustrate how the organization will improve RM and Partnership coordination.

Figure 22. Accountabilities for RM

RESOURCE TYPE	ORGANIZATIONAL ACCOUNTABILITY
Assessed Contributions	IGSD lead, SPD + plus other support
Institutional Funding	SPD lead, rest of the organization support
Programme Funding	Programme and Policy Divisions lead, SPD support
Trust Funds Funding	Programme Division lead, SPD + other support
Compact and Pooled Funding	ED and DEDs lead, SPD support

Figure 23. Intra-organizational coordination for RM (illustrative)



SECTION 6: NEXT STEPS

This section of the RM and Partnership Strategy presents an overarching road map for the implementation of the Strategy in 2018 that will guide UN Women to meet fundraising targets for implementation of the SP 2018-2021. It is indicative of the action planning that will be done each year that strategy is in place.

The 2018 implementation road map includes five main components which will happen concurrently:

1. **Planning:** During the planning phase, the “Time is Now” taskforces will begin planning and work processes to support: (i) communication for RM; (ii) outreach and negotiating with potential partners and donors; (iii) identification of bottlenecks to RM to support efficient and effective management of relationships; and (iv) internal team building and incentives to reward the staff achievements.
2. **Portfolio management:** Ongoing portfolio management will enable UN Women to be selective and focused in its outreach to various donor segments and in determining when and where to invest institutional funds in staff time and infrastructure development.
3. **Infrastructure building:** During the infrastructure building phase the Entity will put in place the guidance, systems, and processes needed to implement work processes identified during the planning phase.
4. **Business development:** During the business development phase targeted RM efforts will be implemented, making use of the improved guidance, systems and processes put in place.
5. **Contact relationship management:** Ongoing relationship management of existing, new, and potential funding partners is required to support buy-in and retention. The UN Women CRM will support partnership management by enabling the account manager (focal point in a relationship that involves many actors) to access and share information, contacts, and notes on prospects with others in UN Women.

Figure 24 presents the high-level milestones planned for the last three-quarters of 2018, while figure 25 presents specific work that will be undertaken, responsible parties and anticipated timelines in the pursuit of 2018 fundraising targets.

Figure 24. High-level milestones Q2-4, 2018

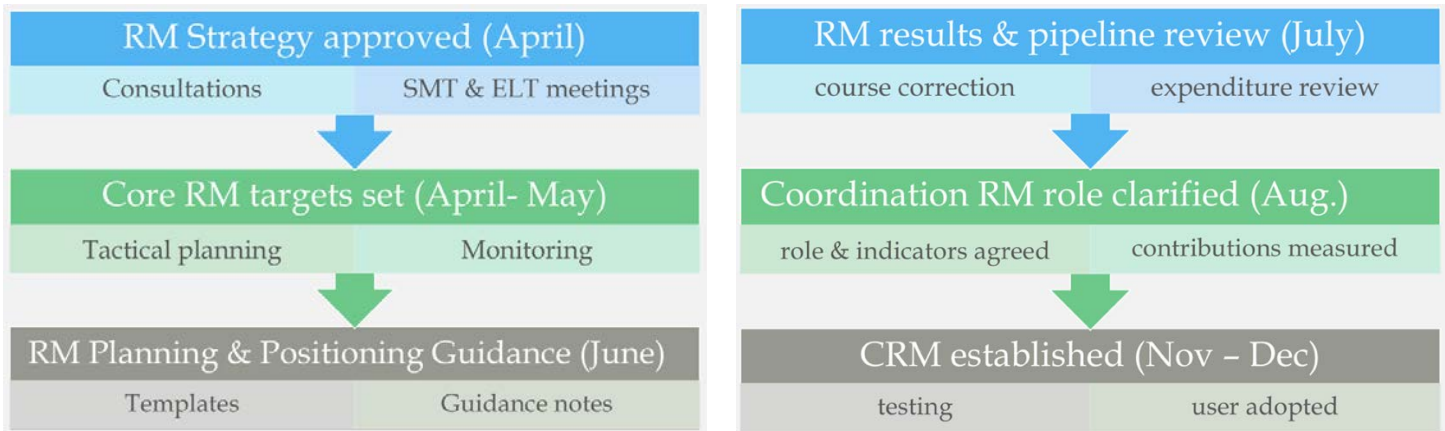


Figure 25. Detailed RM roadmap 2018

“Time is Now - Getting to \$565 million in 2018 - tactics, targets and transformation ”

CORE FUNDRAISING: 2018 Work Plan

5 Rules of the Road: Fundraising Milestones	May	June	July	August	Responsible / SPD	Responsible / other party
1. Strategic Top Donor Engagement					SPD supported by Programme Division	
• SPD is to develop corporate guidance for top donor relationship management aimed at retaining and growing current giving levels	31/05				Abby	Programme to nominate FP
• SPD to increase visibility of the 10 top donors impact in the world by focusing and amplifying their association with results in their countries of interest		29/06			Nuria	Programme to nominate FP
• SPD to coordinate all three UN Women Bureaus collaborating to lead a structured financing dialogue discussion on the road to 2020 funding compact of \$60 m more in core/ year to fund UN Women over the next two years				31/08	Asger	Programme to nominate FP
2. Ensure that key civil society partners become UN Women best salesforce					SPD and civil society Division	
• Work through civil society unit to map out strategic communication partnerships that tell the story of UN Women being both a product and enabler of civil society GEWE activism and agency	31/05				Maham	Lopa
• Work with civil society unit to define corporate guidance and messaging on civil society engagement on fundraising		29/06			Nuria	Vivek
• Co-opt civil society organizations as part of UN Women’s salesforce in association with national committees in reaching parliamentarians and other decision makers in donor governments			27/07		Queenee	Lopa to advise
3. Win the hearts and minds of various publics in donor and programme countries through more effective communication					SPD supported by UNSCD and Programme Division	
• Develop multi-tier communications strategy that is capable of targeting various publics and donor decision makers with the stories and results of UN Women’s catalytic impact		29/06			Khetsiwe	Aparna
• Develop messaging to communicate what core funds “buy” for women and girls globally and how they are indispensable to ensure that non-core funding is efficiently implemented		29/06			Nuria	Programme to nominate FP
• Develop a strategy including a set of products to generate visibility for donors who give and programme governments who get and turn the money in to impact			31/07		Nuria	Programme to nominate FP
4. Articulate what we should sell					SPD with all Divisions and supported by WPP	
• Develop and brand value proposition based on previous partner surveys that articulates the most valued UN Women offerings and services			31/07		Oisika	Lopa and Julien
• Package pitches for the various stakeholder groups – top public donors, emerging public donors, top private sector donors, key civil society partners, sister agencies				31/08	Khetsiwe and SPD team leaders	TBD
5. Leverage our NatComs					SPD in collaboration with UNNTs and Humanitarian Unit	
• Develop a plan to streamline and invest in the NatComs portfolio in ways that increases revenue 10 fold (from \$6 m to \$60m) in the next two years			31/07		Khetsiwe	Aldijana and Daniel

Transformational actions the “Three Big Acts to Follow”
Corporate actions that need to be established and continuously sustained

The Three Big Acts to Follow	May	June	July	August	Responsible / SPD	Responsible / other party
1. Share and Care – client relationship information management					SPD and PD	
• Define and establish Communities of Practice on fundraising and relationship building to share best practices		29/06			Abby	PD
• Assign global account managers for each key donor (public and private sector) who will be responsible for understanding the donor needs, wants and feedback, and sharing impact updates with the donor regularly. The account manager will be responsible for coordinating interaction as well as the fundraising performance of that account			27/07		Asger	PD
• Key account managers are to hold “Failure Fairs” to share negative experiences and draw on lessons learnt as well as intelligence that remedies situations			27/07		Abby and Account Managers	PD
• Key account managers to collect donor feedback on satisfaction and needs at least twice a year (May and November) and feed back to all				31/08	Abby and Account Managers	
• Care about who we are talking to about funding. Key account managers are to share donor contact information globally				31/08	Khetsiwe	PD
2. Business Development and Sales Drive					SPD and Programme Division	
• Train staff and account managers on business development for results (Franklin Covey modules+UN Women specific content)			31/07		Abby	
3. Storytelling					SPD with support of WPP	
• Collect and collect impact stories using data and human stories – as the story of non-core funding which helps raise core funding		29/06			Nuria and Oisika	
• Articulate the story of the difference the existence of a UN Women makes to the UN, to countries, to women and to humanity – as the story of core funding which helps raise non-core funding				31/08	Nuria	