Structured Dialogue on Financing the UN-Women Strategic Plan 2018-2021
- Growth of Regular Resources (core) and Other Resources (non core)
- Large non-DAC support (82 Member States)
- Acceleration of revenue from the private sector (doubled in 2016)
- Assessed contributions only = 0.3% of UN Regular Budget, which further burdens core

- Accelerated delivery rate and enhanced programmatic focus
  - resulting in greater scale for each outcome

- Growing a balanced portfolio
  - and proactively developing pipeline for each strategic priority

- A reasonably ambitious target for 2018-2019
UN Women
Structured Dialogue on Financing 2017

- A clear resource mobilization strategy based on segmentation and risk analysis
  - A clear roadmap to secure resources for the implementation of the new Strategic Plan
  - Accelerated diversification and support from the private sector

- Seeking sustained growth in Member States’ support to ensure the integrity of the Strategic Plan
  - The leveraging ratio is high, which is positive and demonstrates UN-Women's ability to capitalize on the small amount of core resources it receives to mobilize large amounts
  - Sustainability requires sustained efforts in growing core in a context of limited assessed and core contributions for a triple mandate
  - A small shift would be impactful: The incremental rise from 2016 to 2019 to add 60 million to core resources represents only 0.2% of voluntary contributions to CEB agencies.
1. Stronger program delivery

2. Enhanced program focus

3. FPI support to focused pipeline development

4. Growing a balanced portfolio
Voluntary and assessed contributions, over 4 years, in US$ Million and % by strategic outcome

- **Outcome 1**: Global Norms and Standards (Global intergovernmental normative only)
  - Voluntary and assessed contributions: 60 USD Million (4%)

- **Outcome 2**: Gender-Responsive Governance and Leadership
  - Voluntary and assessed contributions: 249 USD Million (17%)

- **Outcome 3**: Income security, decent work and economic autonomy
  - Voluntary and assessed contributions: 293 USD Million (20%)

- **Outcome 4**: Ending violence against women and girls
  - Voluntary and assessed contributions: 425 USD Million (28%)

- **Outcome 5**: Women, Peace & Security & Humanitarian Action
  - Voluntary and assessed contributions: 469 USD Million (31%)
Overall Resources

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

Sources of Total Income in 2016: US$ 327.3 Million

- 84% from 108 governments
- 4% United Nations
- 2% UN Assessed Fund
- 9% Other

Distribution of “Other Income” in 2016: $14 million

- Corporations 35%
- Foundations 12%
- High Net Worth Individuals <1%
- IFIs, 1%
- Corporate Foundations, 2%
- Other Donors 17%
- via National Committees, 33%
In 2016, 43 Member States increased their core support, with 21 countries doubling or more than doubling their core contributions.

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

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

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

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

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

Assessed Contributions

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

Other Resources

- UNWOMEN
- WIPO
- UN-HABITAT
- WHO
- UNEP
- FAO
- UN
- ITC
- UNWTO
- ILO
- WTO
- DPKO

2% of UN-Women expenditures are covered by Assessed Contributions = 0.3% of United Nations Regular Budget.
UN-Women Revenue Streams and Segments – current and future

Public Sector
- Member States: Government Institutions, and EU
- Internat. Finance Institutions

Private Sector
- Corporations
- Corporate Foundations
- Philanthropy & Social Investments
  - HNWI (High Net Worth Individuals) advised funds, trusts & foundations
  - HNWI / Venture Philanthropy / Impact Investing

General Public
- Direct Response
- Digital Fundraising

United Nations & Other public
- UN Joint Programs and Pooled Funds
- National and regional Institutions

Other
- Municipal institutions
- Business Networks (Chambers etc.)
- Non-profit orgs & networks
  - Women’s networks
  - Other Networks
- Other CSOs
- Other
Rapid Growth of Private Sector Contributions

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

Continued Progressive Growth of Contributions from Member States

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

Joint Programs to Continue to Grow

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

2018-2021

- Analyzed each income segment
- Assessed risk and opportunities
- Defined strategic path per segment
- Planning differentiated growth among income segments
- Developing new/better fundraising instruments
End State

Evolution of income to 2021

• Funding mix improved as Member States’ regular and other resource contributions evolve from 84% to 72% of overall income.

• A larger share of private sector (from 4% to 14%)

• A healthy share of joint programs (from 9% to 11%)
What will it take?
Current Core Gap < 60 M/year

Shift needed < 0.2% of voluntary contributions to CEB UN Agencies
Or 1.3% of core voluntary contributions to these agencies

A small shift would have great impact

(CEB 2105 data)

UN-Women:
CORE TARGET 2018-2019: 200 Million
CORE CONTRIBUTIONS 2016: 142 Million

CEB AGENCIES VOLUNTARY INCOME:

- UNHCR 736M
- UNRWA 578M
- UNICEF 1067M
- UNFPA 398M
- UNDP 746M
- UNAIDS 196M
- WFP 330M
- FAO 230M

Source: CEB 2015 data
The Case for Core

**Currently complement the excessively low Assessed Contributions**

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

**Core contributions guarantee institutional capacity, allowing UN-Women to**

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

**Great leveraging ratio 1:4**

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

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

1) strategic diversification of income: fast growth from private sector and non-traditional segments.

2) sustained support from Member States: continued pace of contributions growth +/− 9% per year

Meanwhile, we will:

(i) ensure balanced portfolio development in line with the Strategic Plan (i.e. accelerate pipeline development for women’s political empowerment)

(ii) further focus programs to achieve transformative results and reduce transaction costs; and

(iii) continue investing in staff, partnership, business process and program information systems development to support delivery on time, on scope and on budget
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