Executive Board
Informal Discussion,
August 25, 2017

Structured Dialogue on Financing the UN-Women Strategic Plan 2018-2021
structured dialogue on financing 2017

- **Trends to date:**
  - Growth of Regular Resources (core) and Other Resources (Non Core), Acceleration of revenue from non-traditional donors
  - Accelerated delivery rate and enhanced programmatic focus
    - resulting in greater scale for each outcome.
  - Growing a balanced portfolio
    - and proactively developing pipeline for each strategic priority
- **A reasonably ambitious target for 2018-2019**
• Developed a clear resource mobilization strategy based on segmentation and risk analysis
  • providing the entity with a clear roadmap to ensure that sufficient resources are available for the implementation of its new Strategic Plan
• Seeking sustained growth of Regular Resources & quality Other Resources to ensure the integrity of the Strategic Plan
  • The leveraging ratio is high, which is positive and demonstrates UN Women's ability to capitalize on the small amount of core resources it gets to mobilize large amounts,
  • Sustainability requires sustained efforts in growing core in context of limited assessed and core contributions for a triple mandate
  • A small shift would be impactful: The incremental rise from 2016 to 2019 to add 60 million to core resources represents only 0.2% of voluntary contributions to CEB agencies.
Tracking Resources and Impact
Stronger Programme Delivery

Budget and Delivery Programmable RR+OR

Delivery Programmable RR + OR
Budget Programmable RR + OR

(5 months)
Enhanced Programme Focus

Great progress on programmatic focus – further focus in new Strategic Plan
FPI support to pipeline development efforts

FPI Average Outcome Size

Non-FPI Average Outcome Size

2017

2016
 Growing a balanced portfolio

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US$ Million
Integrated Results and Resource Framework
(by strategic outcome)
2018-2021

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 million
  - Percentage: 4%

- **Outcome 2: Gender-Responsive Governance and Leadership**
  - Voluntary and assessed contributions: 249 million
  - Percentage: 17%

- **Outcome 3: Income security, decent work and economic autonomy**
  - Voluntary and assessed contributions: 293 million
  - Percentage: 20%

- **Outcome 4: Ending violence against women and girls**
  - Voluntary and assessed contributions: 425 million
  - Percentage: 28%

- **Outcome 5: Women, Peace & Security & Humanitarian Action**
  - Voluntary and assessed contributions: 469 million
  - Percentage: 31%
Funding: Taking stock
2016 Revenue Results and Sources

2016 Revenue: US$ 327.3 Million:
- Regular Resources: 142 M
- Other Resources: 178 M
- Assessed Resources: 7.6 M
- 9% of income from United Nations, mostly joint programs with UN agencies.
- Contributions from private sector & Nat Coms doubled from 2 to 4 percent in 2016.
- 108 member states provide 84% of resources, including 82 non DAC countries providing 5% of total contributions from member states.

Distribution of "Other Income" in 2016: $14 million:
- Corporations: 35%
- Foundations: 12%
- High Net Worth Individuals: <1%
- IFIs: 1%
- Other Donors: 17%
- via National Committees, 33%
Regular (Core) Resources have grown 24% between 2012-2016

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

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

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

2016 Assessed Resources: US$ 7.6 M

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

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

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

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

• Between 2012 and 2016 revenue grew on average ±10% per year (2015 hiatus shared by all agencies)

• Regular Resources are under-dimensioned, undermining also the capacity to tap new resources.

• Some progress with flexible other resources (thematic or national level)

• Most rapid growth is with non-traditional donors

• Significant Other Resources from joint programs
Enhancing Resource Mobilization
UN WOMEN Revenue Streams and Segments – Current and future
Methodology for Resource Mobilisation Strategy

1. Segment analysis
   - Market Potential
   - UN WOMEN potential

2. Risk and Opportunities
   - Access
   - Assets
   - Expertise
   - Costs

3. Theories of Change
   - Strategic paths to success
   - Likely pace of growth

4. Projections
   - Scenario per segment
   - Aggregate picture
RAPID GROWTH OF CONTRIBUTIONS of NON TRADITIONAL DONORS

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

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
New or strengthened vehicles

**Digital Fundraising**
- In pilot stage
- Staged investments

**“Collective Action Platforms”**
- Unstereotype Alliance
- Global Innovation Coalition for Change
- Gender Lens Investment Alliance

**Wealthy individuals access & engagement**

**Pooled Funding**
- Eg EU initiative support
Planned differentiated growth among income segments

Compound Annual Growth Rates per Segment
2016–2021

- National Committees and...
- High Net worth Individuals
- Large Foundations
- Corporations
- UN Joint programs
- Other Resources (G)
- Regular Resources (G)

+12M

30%  20%  10%  0%
End State
Evolution of income to 2021

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

Fund The Change You Want To See
CORE IB: 200 Million

2016: $142 M in core contributions

Gap < 60 M/year

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

= < 1.3% of core voluntary contributions to these agencies

A small shift would have great impact

(CEB 2105 data)
In Brief

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

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

2) sustained support from member states: continued pace of contributions growth +/- 9% per year

Meanwhile, we will

(i) ensure a balanced portfolio development in line with the Strategic Plan (i.e. accelerate pipeline development for Women Political empowerment);

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

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