Financing Impact

- Revenue Trends and Gaps
- Resource Mobilization Strategy

Executive Board Informal Consultation
Structured Dialogue on Financing

New York
May 9, 2019
Total Contributions Revenue, 2011-2018

67.7% increase from 2011 to 2018
6.0% increase from 2017 to 2018

Total Contributions Revenue

In Millions (USD)

- 234m
- 216m
- 283m
- 331m
- 315m
- 327m
- 369m
- 392m
- 235.26

2011: 124.6
2012: 114.7
2013: 93.7
2014: 157.0
2015: 163.7
2016: 159.2
2017: 170.9
2018: 178.1

- Assessment (core)
- Regular Resources
- Other Resources (non-core)
Voluntary contributions revenue

Voluntary Contributions - 2011 - 2018
(in US dollar millions)

- 2011: $124.6
- 2012: $114.1
- 2013: $93.7
- 2014: $118.5
- 2015: $163.7
- 2016: $159.2
- 2017: $171.0
- 2018: $178.1
- 2019 projections: $240.0

69% increase from 2011 to 2018

Legend:
- Green bar: Regular resources (core) Actuals
- Green bar: Other resources (non-core) Actuals
- Blue line: Total Voluntary Contributions
Voluntary contributions revenue

Total 2018 Regular Resource (core) Revenue by Donor Type
- Governments: 98.97%
- National Committees: 0.98%
- Other Donors: 0.05%

Total 2018 Other Resource (non-core) Revenue by Donor Type
- Governments: 66%
- United Nations entities: 21%
- Other Donors: 11%
- National Committees: 2%
## Top 20 voluntary contribution donors (core & non-core)

<table>
<thead>
<tr>
<th>Member States</th>
<th>2018</th>
<th>2017</th>
<th>Variance between 2016 and 2017</th>
<th>% variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden</td>
<td>54,917,231</td>
<td>44,251,975</td>
<td>10,665,256</td>
<td>24.10%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>28,371,716</td>
<td>25,508,619</td>
<td>2,863,097</td>
<td>11.22%</td>
</tr>
<tr>
<td>Norway</td>
<td>25,376,625</td>
<td>23,455,805</td>
<td>1,920,820</td>
<td>8.19%</td>
</tr>
<tr>
<td>Japan</td>
<td>24,397,108</td>
<td>22,355,127</td>
<td>2,041,981</td>
<td>9.13%</td>
</tr>
<tr>
<td>Multi-Partner Trust Fund Office</td>
<td>22,883,061</td>
<td>25,647,530</td>
<td>(2,764,469)</td>
<td>(10.78%)</td>
</tr>
<tr>
<td>Switzerland</td>
<td>18,716,954</td>
<td>17,872,606</td>
<td>844,348</td>
<td>4.72%</td>
</tr>
<tr>
<td>Finland</td>
<td>17,415,041</td>
<td>18,605,167</td>
<td>(1,190,126)</td>
<td>(6.40%)</td>
</tr>
<tr>
<td>Australia</td>
<td>16,722,687</td>
<td>15,796,547</td>
<td>926,140</td>
<td>5.86%</td>
</tr>
<tr>
<td>United States of America</td>
<td>15,181,983</td>
<td>16,093,017</td>
<td>(911,034)</td>
<td>(5.66%)</td>
</tr>
<tr>
<td>Denmark</td>
<td>13,186,106</td>
<td>12,922,133</td>
<td>263,973</td>
<td>2.04%</td>
</tr>
<tr>
<td>Canada</td>
<td>11,784,342</td>
<td>12,811,507</td>
<td>(1,027,165)</td>
<td>(8.02%)</td>
</tr>
<tr>
<td>Germany</td>
<td>11,304,960</td>
<td>10,220,665</td>
<td>1,084,296</td>
<td>10.61%</td>
</tr>
<tr>
<td>Netherlands (the)</td>
<td>11,015,265</td>
<td>9,854,655</td>
<td>1,160,610</td>
<td>11.78%</td>
</tr>
<tr>
<td>Italy</td>
<td>8,129,575</td>
<td>5,169,530</td>
<td>2,960,045</td>
<td>57.26%</td>
</tr>
<tr>
<td>Belgium</td>
<td>7,969,580</td>
<td>6,958,006</td>
<td>1,011,574</td>
<td>14.54%</td>
</tr>
<tr>
<td>United Nations Development Programme</td>
<td>7,223,332</td>
<td>6,627,674</td>
<td>595,658</td>
<td>8.99%</td>
</tr>
<tr>
<td>Peacebuilding Fund</td>
<td>6,500,456</td>
<td>889,532</td>
<td>5,610,924</td>
<td>630.77%</td>
</tr>
<tr>
<td>European Commission</td>
<td>6,373,111</td>
<td>21,963,027</td>
<td>(15,589,916)</td>
<td>(70.98%)</td>
</tr>
<tr>
<td>Republic of Korea (the)</td>
<td>5,401,589</td>
<td>4,945,836</td>
<td>455,753</td>
<td>9.21%</td>
</tr>
<tr>
<td>BHP Billiton Foundation</td>
<td>5,394,600</td>
<td>-</td>
<td>5,394,600</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Regular Resources revenue and funding gaps

![Graph showing regular resources (core) revenue - actuals, with bars for Regular Resource Actuals and Regular Resources IB Projections. The graph includes data from 2011 to 2018, with a 19.6% increase from 2011 to 2018. The funding gap is highlighted at $50.97m.]
Other Resources revenue and funding gaps

Other resources (non-core) Revenue - actuals
(in US dollar millions)

FUNDING GAP $4.74m

129.3% increase from 2011 to 2018
Other Resources mobilized by Region/Section

Other Resource (non-core) Revenue by Region and HQ Sections
2017-2018 Comparisons

Top 10 by region / department
- APRO $43.5 m
- ESRO $38.7 m
- ASRO $31.1 m
- ECARO $20.9 m
- ACRO $20.8 m
- WACRO $16.1 m
- UNTF $15.5 m
- Peace & Security $12.3 m
- Research & Data $7.9 m
- Leadership & Gov $211.9 m
Other Resources by programme countries

2018 Other Resource (Non-Core) Revenue - Top 20 Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>USD ($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uganda</td>
<td>9.22</td>
</tr>
<tr>
<td>Colombia</td>
<td>8.87</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>5.69</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>5.58</td>
</tr>
<tr>
<td>Kenya</td>
<td>5.40</td>
</tr>
<tr>
<td>Ukraine</td>
<td>4.94</td>
</tr>
<tr>
<td>Tanzania</td>
<td>4.73</td>
</tr>
<tr>
<td>Iraq</td>
<td>4.46</td>
</tr>
<tr>
<td>Palestine</td>
<td>4.12</td>
</tr>
<tr>
<td>Egypt</td>
<td>4.06</td>
</tr>
<tr>
<td>Mali</td>
<td>4.03</td>
</tr>
<tr>
<td>Georgia</td>
<td>4.00</td>
</tr>
<tr>
<td>Myanmar</td>
<td>3.71</td>
</tr>
<tr>
<td>Nepal</td>
<td>3.17</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>3.11</td>
</tr>
<tr>
<td>Liberia</td>
<td>2.79</td>
</tr>
<tr>
<td>Malawi</td>
<td>2.56</td>
</tr>
<tr>
<td>South Sudan</td>
<td>2.47</td>
</tr>
<tr>
<td>Nigeria</td>
<td>2.39</td>
</tr>
<tr>
<td>Papua New Guinea</td>
<td>2.19</td>
</tr>
</tbody>
</table>
Engagement central to fundraising strategy

**Deepen engagement with public and private sector partners**

**Improve dialogue to increase resource allocations that can address common goals**
- Organize continuous Structured Dialogues, multi-stakeholder and bilateral consultations
- Strengthen management performance in line with findings (e.g. MOPAN Assessments)
- Enhance visibility of shared commitment and results with partners

**Invest in individual giving**

**Scale up investment to develop capacity to capture and grow regular individual givers**
- Re-set National Committee governance and strategic planning
- Target and recruit high-net-worth individuals and influencers
- Leverage corporations and foundations, including on Women’s Empowerment Principles

**Generate revenue from movements, appeals and campaigns**

**Leverage UN reform to increase pooled funding, incl. via joint programmes and thematic windows**
- Capitalize on #MeToo and HeForShe movements, especially in growing private sector
- Acquire individual givers during the Beijing+25 Global Forum
- Fundraise for humanitarian appeals, leveraging digital marketing
Common goals for win-win partnerships

Common goals can be mapped through to financial expenditure data via planned Transparency Portal.
Alignment on Core Resources as a bedrock

Unrestricted Regular (Core) Resources represent 40% of UN Women’s Strategic Plan budget. Key benefits:

- Align resources to the high-level results endorsed by the Executive Board in the Strategic Plan
- Enable UN Women to reach the most vulnerable women and girls, and ensure no one is left behind
- Empower UN Women to be agile and to speed up programme delivery, including in humanitarian contexts
- Allow piloting and scaling up of innovative solutions
- Create cost-efficiencies through lower transaction costs
- Form a foundational base, from which interventions and results can be scaled up through earmarked resources
Flexible and predictable resources

Share of multi-year funding commitments, 2016-2018

Multi-year agreements are determined as over 12 months in duration.
Scale driving efficiency

Increase in the size of earmarked funding agreements by monetary value

Share of OR agreements by value segmentation, 2016 – 2019 YTD April

- 2016
  - $0-150k: 49%
  - $150k-500k: 24%
  - $500k-1m: 10%
  - $1m-2m: 7%
  - $2m-5m: 8%
  - >$5m: 2%

- 2017
  - $0-150k: 33%
  - $150k-500k: 28%
  - $500k-1m: 16%
  - $1m-2m: 6%
  - $2m-5m: 8%
  - >$5m: 5%

- 2018
  - $0-150k: 35%
  - $150k-500k: 25%
  - $500k-1m: 17%
  - $1m-2m: 9%
  - $2m-5m: 9%
  - >$5m: 5%

- 2019 YTD
  - $0-150k: 19%
  - $150k-500k: 14%
  - $500k-1m: 14%
  - $1m-2m: 22%
  - $2m-5m: 17%
  - >$5m: 14%
Diversifying our financing partner portfolio

Share of Revenue by channel, 2014 (USD million)

- Governments incl. inter-governmental organizations: $284m, 85.9%
- Inter-Organizational Arrangements: $1 m, 0.2%
- International Financial Institutions: $6 m, 1.8%
- Assessed Contributions: $8 m, 1.8%
- Private Sector: $31 m, 9.4%
- National Committees: $1 m, 0.3%
- Other: $1 m, 0.3%

Total Revenue: USD 330.47 m

Share of Revenue by channel, 2018 (USD million)

- Corporates: $50m, 13%
- Foundations: $13m, 3.3%
- National Committees: $5m, 1.3%
- Private Sector: $304m, 77%
- Other: $0.06m, 0.01%

Total Revenue: USD 392.3 m

1. Sub-national governments, NGOs, academia, etc
Contributions from major donors are varied

➢ Call for funding trajectories that are consistent and follow an upward path

Regular Resources (core)

Other Resources (non-core)
Individual giving pilots yield promising returns

Revenue from Monthly Giving, 2015-2018

- **Year 1 = 1.2**
  - Year 3 est. = 2.9
- **Year 1 = 3.5**
  - Year 3 est. = 4.5
- **Year 1 = 1.4**
  - Year 3 est. = 2.2

Return on Investment (ROI)
2017 UNW pilot investments (US$30,000/market)

2018 Board pilot investments

- US$120,000 in Finland
  - F2F and D2D campaigns
  - Estimated 3-year ROI: 2.4
- US$100,000 in Iceland
  - Telemarketing campaign
  - Estimated 3-year ROI: 4.0
Benchmarking individual giving shows potential

Call for increase in investment funds to leverage market-proven techniques to grow individual givers

10 years ago, UNHCR was where UN Women is now

UNICEF’s cumulative impact of investment since 2010

UNICEF’s cumulative impact of investment since 2010

- Investment fund allocations
- Gross revenue derived from investment fund allocations

1,753 1,680 1,442

USD Million

- Individual Giving
- Foundations
- Corporations

- Mid Term
- Vision

Call for increase in investment funds to leverage market-proven techniques to grow individual givers
Growth in foundations points to upside

Corporation and Foundation revenue, 2014-2018
Centrality of GEWE in UN pooled programmes

GEWE as lead goal (OECD Development Cooperation Report 2018):
- Aid targeting GEWE reached an all-time high in 2015-16 with $41.4bn
- Only $4.6b destined to programmes designed with GEWE as main goal
- Lack of focus impacts on GEWE programming implementation

Mechanism to level the field, shoring up under-represented areas

Coordination mechanism, aligned to UN reform and UN Women mandate

➢ Support in ensuring that GEWE is well represented and articulated in common UN platforms, such as UNSDCF guidelines, and pooled programmes
Establish pooled thematic windows

- Support the establishment of thematic funding windows per Strategic Plan outcome area. Benefits and features:
  - Resource Executive Board endorsed results in the Strategic Plan
  - Enable partners to earmark to priority geographic or sectoral areas
  - Maintain a funding period that covers the entire Strategic Plan
  - Support implementation of Paris Declaration on Aid Effectiveness:
    - Improves long term planning and programme sustainability
    - Consolidates reports at global, regional and country levels
    - Lowers cost recovery, so that more funding is programmed
  - Fosters greater joint partner collaboration, visibility and dialogue around UN Women impact and the achievement of the SDGs
Recognizing shared partnership results

Flagship publications

News stories

Field programmes

Social media

Press releases

Phumzile Mlambo

@phumzileunwomen · Mar 10

Thank you for this declaration reiterating the Nordic commitment to @UN_Women, gender equality and the SDGs! #CSW63 @katrinjak @AsaLindhagen @PSillanaukee @EvaKjerHansen @mona_juul

Nordic Co-operation @nordenen

Nordic ministers for #GenderEquality in new declaration: “We commit to delivering towards the gender equality goal in #Agenda2030 with unrelenting vigour” 🇫🇮 🇳🇴 🇸🇪 🇺🇮 🇳🇴...
Call to action

➢ Prioritize flexible and predictable funding, including Regular Resources and multi-year

➢ Enable UN Women to invest further in individual giving, building on identified successes and high potential

➢ Support GEWE being a key objective in UN-system pooled programming; with UN Women as the driver of the GEWE agenda

➢ Establish thematic funding windows, in alignment with Strategic Plan outcome areas
Thank you