Executive Board Informal Update on Measures taken to ensure Forward-Looking and Efficient Budget Management

Executive Board Informal
19 January 2024
Agenda Items

1. Context
   - Implementation of the UN-Women Strategic Plan (SP) is enabled by efficient & effective budget management, a key element of the SP OEE framework.

2. Key corporate developments to ensure efficient budget management
   - a) An integrated results architecture linking results to resources
   - b) UN-Women Transparency Portal
   - c) The Quarterly Business Review

3. The Budget Allocation Committee (BAC) was established to drive holistic resource management
   - a) The BAC was established as a key part of the UN-Women internal governance framework
   - b) BAC Review of priority strategic investments for use from the accumulated balances (2023-2025)
   - c) BAC Review on the 2024 Resource Planning and Allocation Process
Context: Strategic Plan implementation is enabled by efficient & effective budget management

High Level Multi-Year Strategic Plans

- National Priorities
- CCA & UNSDCF
- Strategic Notes
- Workplans

Resourcing & Budgeting

- Annual $$

Monitoring & Mgmt

- QBR

Reporting

- Annual Report & EDAR

UN Women Strategic Plan 2022-2025
An Integrated Results Architecture Linking Results to Resources

**Impact Reporting**
- Transparency (making results and financial data open & accessible)
- Linking Results to Resources
- Resources

**Sustainable Development Framework**
- UN Charter, CEDAW, Beijing Platform, 2030 Agenda, negotiated outcomes
- Global Projects
- Regional Projects
- Country Project

**UN-WOMEN STRATEGIC PLAN**
- IMPACT
- OUTCOMES
- OEE OUTPUTS

**REGIONAL PRIORITIES**

**HQ STRATEGIC NOTES & WORKPLANS**
- Global Projects

**REGIONAL OFFICE STRATEGIC NOTES & WORKPLANS**
- Regional Projects

**COUNTRY OFFICE STRATEGIC NOTES & WORKPLANS**
- Country Project

**RESOURCES AT UN-WOMEN**
1. Regular Resources
   - Regular Resources are allocated against HQ| RO| CO SNs and Workplan
2. Regular Budget
   - Assessed contributions funding global normative work
3. Other Resources
   - Global | Regional and Country SN/Workplans and Projects are the sources for Other Resources

**ADMITTED BY MEMBER STATES**
- LOCALIZED SDG
- UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK
The Transparency Portal (https://open.unwomen.org/) is an interactive and data-driven public platform that makes UN-Women’s results and resources data visible to partners and the general public.

It shows financial data against the Strategic Plan (SP) and Strategic Notes (SNs) of Country Offices, Regional Offices and Presences as linked to UN Women’s results architecture.

PHASE III

KEY FEATURES TO BE IMPLEMENTED IN 2024

- Increasing visibility of Regular (core) Resources
- Improving direct SN funding through the addition of a donor dashboard
- Piloting advanced search with built-in AI capabilities
- Highlighting contributions to UNSDCF’s & humanitarian work
- Showing project & implementing partner data

PHASES I + II Overview of financial data

- Data filterable by Regular Resources, Other Resources and Assessed Contributions
- Planned budget, actual budget, shortfall, expenses & future budgets per outcomes and outputs
- Country budget data per impact areas, systemic outcomes, organizational outputs and SDGs

Top 20 contributors to UN Women in 2022, millions of US dollars

Data filterable by Regular Resources, Other Resources and Assessed Contributions

Planning for forward-looking and efficient budget management

Country budget data per impact areas, systemic outcomes, organizational outputs and SDGs

Showing project & implementing partner data
The Quarterly Business Review is a holistic, integrated and forward-looking resource management process

**Resourcing, Monitoring & Management**

**QBR**

- **Annual $**: QBR feedback facilitates efficient budget management through a cascading corporate performance review process at HQ, Regional and Country Level

**Regional & Country QBR**

- Which countries are doing well?
- How can HQ be of support?
- What is the budget utilization / revenue / delivery performance?

→ Pivot to the field in effect

**Corporate QBR (BRC)**

- What is the corporate resource status?

→ DED-level direction & guidance for the coming 3 months
→ Corporate Performance & OEE results reported externally

**Aggregate QBR (TMG)**

- Which Regions and Countries are on track?
- Which Divisions are doing well?
- What is the resource status?

→ Director-level areas of focus & management actions
→ Continuous improvement feedback loop with HQ, ROs & COs

**Quarterly Business Review Discussion at BRC:**

- What is the corporate resource status?

**Quarterly Business Review Discussion at TMG:**

- Which Regions and Countries are on track?
- Which Divisions are doing well?
- What is the resource status?

→ Director-level areas of focus & management actions
→ Continuous improvement feedback loop with HQ, ROs & COs

**Regional & Country-level QBR:**

- Which countries are doing well?
- How can HQ be of support?
- What is the budget utilization / revenue / delivery performance?

→ Pivot to the field in effect
The BAC was established in May 2023. It is an organization-wide vehicle to enhance cross-unit coordination and strengthen **holistic resource management**. It is an advisory sub-committee of the Business Review Committee (BRC).
The purpose of the BAC is to ensure an integrated, transparent and efficient process to inform and provide recommendations to the Executive Leadership Team on resource planning and allocation.

The BAC makes recommendations based on a results-driven, risk-informed, and fact-based organization-wide perspective that encompasses all sources of funding, including Regular and Other Resources.

The BAC facilitates decision-making on the annual resource allocation process, reviewing and recommending annual resource envelopes based on relevant considerations, including revenue and expenditure projections and alignment with strategic priorities.

The BAC also considers other budgetary and financial topics, including:

- Assessing strategic priorities and financial parameters for Integrated and Institutional Budgets;
- Analyzing UN Women’s overall financial status (revenue, pipeline, allocation of funds, funding landscape and trends, and innovative approaches to resource management and planning; and
- Providing advise and communicate to the executive leadership as relevant.
BAC Review of priority strategic investments for use from the accumulated balances (2023-2025) 1/2

Five strategic areas were identified for use from accumulated balances, aligned with corporate priorities and aiming to accelerate implementation of the 2022-25 Strategic Plan. Below are examples of investments supported in each of these:

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<th>Strategy Area</th>
<th>Details</th>
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<td>1 Implement the pivot to the field and shore up UNW’s ability to deliver across the triple mandate</td>
<td>Boosted regional and country capacities in programme design, management and oversight, UN coordination, resource mobilization and partnerships. In Asia-Pacific, regional SOPs for crisis response and gender-responsive RBM training module for UNW and UNCTs, incl. monitoring &amp; data collection. In Jordan, support gov’t to bring WEE into the modernization agenda; new project generated additional $17 m. In Libya, strengthened capacities of women to run in upcoming elections. In Morocco, new WEE roadmap and Action Plan in green, STEM and care economies.</td>
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<td>2 Enhance investment in UN Women’s UN system coordination mandate</td>
<td>New learning modules on gender mainstreaming to build CO/RO capacity; training to be rolled out in Q1 2024. Acer States: roaming humanitarian coordination specialist; Asia-Pacific: support RCs/HCs to enhance GiHa coordination and support humanitarian clusters. Europe and Central Asia: support regional IBC on GE and 12 new UNSDCF being developed in 2024.</td>
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<td>3 Bolster organizational capacity to effectively deliver in crisis-affected countries and humanitarian strengthening</td>
<td>2024/25 Corporate Humanitarian Action workplan developed following consultations with 27 offices/divisions, with common priorities to implement UN Women’s humanitarian strategy. Policy engagement and advocacy at the Global Refugee Forum enhanced the focus on gender equality in displacement and raised visibility of UN Women country experiences. Investments in humanitarian &amp; crisis response (e.g. Armenia, Afghanistan, Bangladesh, Libya, Mexico, Myanmar, Palestine, Türkiye, Ukraine). In Colombia, formulation of the NAP 1325 supported with inputs from 1,500+ women; in Haiti, enhanced security to support programming. Support to women’s groups to undertake rapid gender analyses and engage in national &amp; international policy spaces as thought leaders on women’s leadership in humanitarian contexts.</td>
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Enhance investment in UN Women’s UN system coordination mandate

New learning modules on gender mainstreaming to build CO/RO capacity; training to be rolled out in Q1 2024. Acer States: roaming humanitarian coordination specialist; Asia-Pacific: support RCs/HCs to enhance GiHa coordination and support humanitarian clusters. Europe and Central Asia: support regional IBC on GE and 12 new UNSDCF being developed in 2024.
Revenue-generating strategies to ensure financial sustainability

Investment funds allocated to seven UN-Women National Committees to expand fundraising efforts, with a focus on individual giving targeting regular donors through face-to-face, telemarketing, and digital campaigns.

Strengthening the due diligence function to ensure risk-informed private sector engagement – Dedicated capacity onboard and a corporate Private Sector Engagement Assessment tool developed to support implementation of relevant policies.

Strengthen organizational effectiveness and efficiency, oversight and transparency

Statement of Internal Control – roadmap developed

Implementation of audit recommendations: i.e. finalization of Anti-Fraud Policy, increased awareness and capacity on Cybersecurity and data protection and privacy; enhanced quality assurance in project design, and new procedures, systems and tools to strengthen project management.

Strengthening investigation capacity in the Internal Audit Service (IAS)

System improvements: i.e. development of Quantum-based, result-based donor financial reporting, dashboards and automation to address corporate reporting, enhancement of Transparency Portal, etc.

NOTE: All resource allocations are in compliance with the governing criteria on the distribution of resources whereby 80% is distributed to the Regions and 20% to global and/or thematic programming areas.
BAC Review on the 2024 Resource Planning and Allocation Process

In November and December 2023, the BAC met to review the planned use of resources for 2024 and to provide recommendations to the Executive Director in relation to the following items:

- A holistic view and integrated approach to resource management, combining estimated revenue targets and allocations for Institutional Budget (regular resource and cost recovery components) and Core Programmable resources.
- Recommendations on the 2024 revenue forecasts and allocations.
- Identification of elements for subsequent BAC meetings, such as updated non-core revenue forecasts.
Thank you for your attention

Any questions or comments?