

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

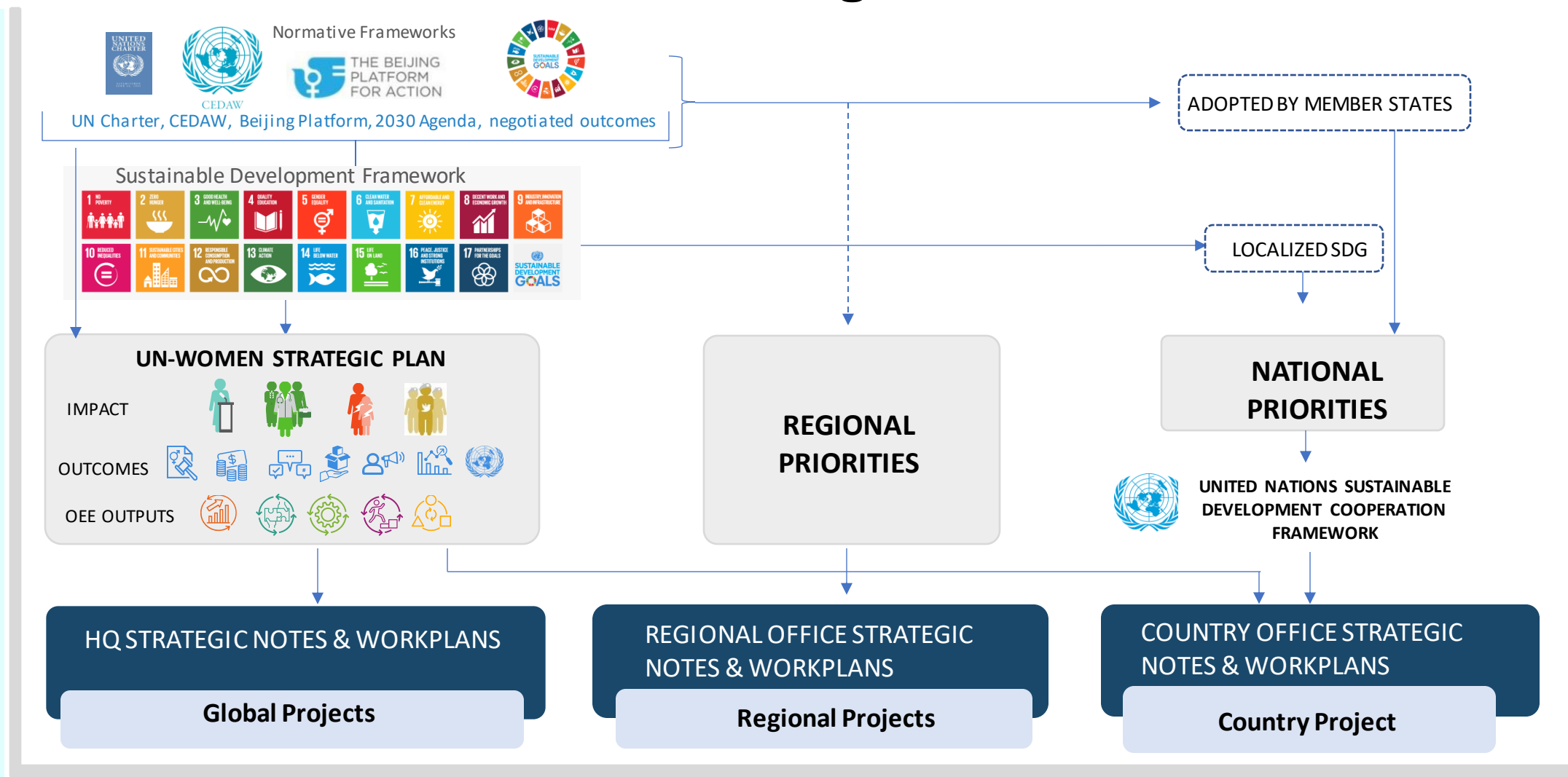
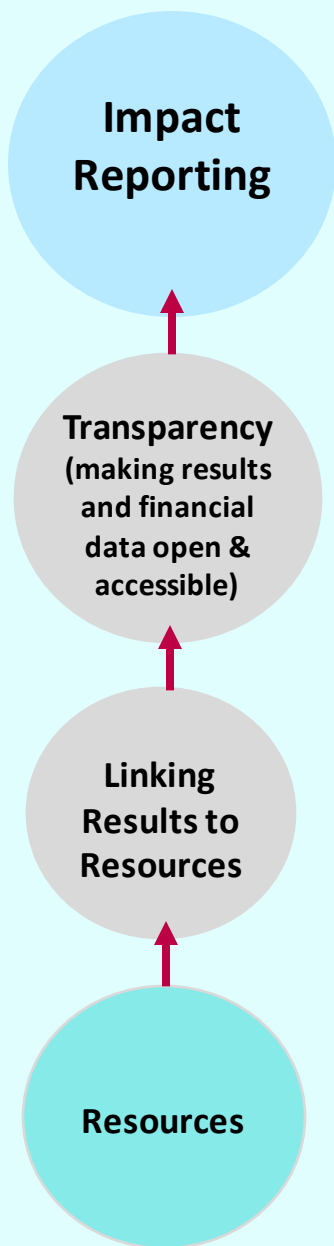
The Budget Allocation Committee (BAC) was established to drive holistic resource management

- 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





An Integrated Results Architecture Linking Results to Resources




RESOURCES AT UN-WOMEN

- 1 Regular Resources**
- 2 Regular Budget**
- 3 Other Resources**

 Regular Resources are allocated against HQ | RO | CO SNs and Workplan

 Assessed contributions funding global normative work

 Global | Regional and Country SN/Workplans and Projects are the sources for Other Resources

Transparency Portal – a tool for forward-looking and efficient budget management

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.

● ● ● 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

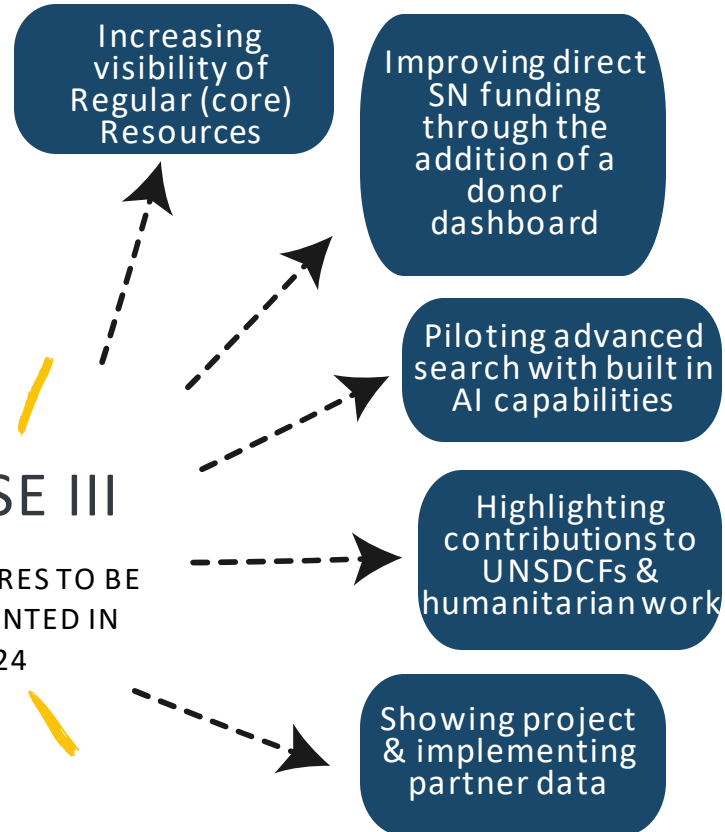
By impact areas

Sweden - SHOWING: Funding Partner profile for Sweden

| OVERALL | | | FUNDING PARTNER SPECIFIC | | | |
|-------------------|-----------------------|---|--------------------------|---------------|-----------------|-----------------|
| RECIPIENT COUNTRY | IATI IDENTIFIER | OUTCOME DESCRIPTION | PLANNED BUDGET | ACTUAL BUDGET | FUNDS SHORTFALL | FUNDS COMMITTED |
| Afghanistan | XM-DAC-41146-AFG_D_12 | Women have improved capacity, access to resources/knowledge and agency to participate, lead and engage in political processes, including running as elective officials in Afghanistan | \$958,718 | \$641,113 | \$317,605 | \$192,116 |

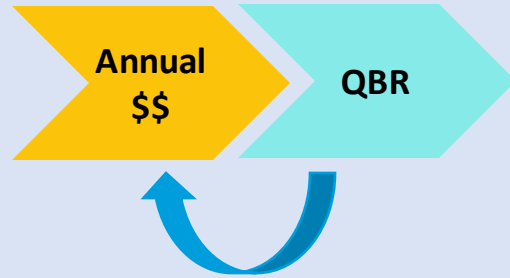
PHASE III

KEY FEATURES TO BE IMPLEMENTED IN 2024



The Quarterly Business Review is a holistic, integrated and forward-looking resource management process

Resourcing & Budgeting Monitoring & Management



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

UN WOMEN Executive Snapshot – Q4 2020

CORPORATE QBR (BRC)

| BSC Perspective / OEE Output | Performance Indicator | Annual Target | YTD Target (vs 2019 benchmark) | YTD Actual | Status | Notes |
|------------------------------|--|---------------|--------------------------------|------------|---------|-------|
| Resource Management | Management Ratio ⁽¹⁾ (vs) | <15% | 9% | 8% | COPT | |
| Process | Use of core for staffing ⁽²⁾ | <25% | 42% | 51% | COPT | |
| People & Learning | Non-core for Core ratio ⁽³⁾ | - | 542% | 659% | COPT | |
| Partner | Outstanding partner advances ⁽⁴⁾ (i.e. 4 months) (ID) | - | 1,999,369 | 1,518,998 | COPT | |
| | | | | 491,781 | COPT | |
| | | | | 77% | COPT | |
| | | | | 20.5% | NA | |
| | | | | 4.9% | NA | |
| | | | | 67% | NA | |
| | RR Revenue to date ⁽⁵⁾ (million \$) | 200 | 142.9 | 164.5 | Process | |
| | OR Revenue to date ⁽⁶⁾ (million \$) | 285 | 357.4 | 368.6 | Process | |
| | Agreements signed (million \$) | - | - | TBC | NA | |

Quarterly Business Review Discussion at BRC:

- What is the corporate resource status?

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

UN WOMEN Executive Snapshot – Q4 2020

Aggregate QBR (TMG)

| BSC Perspective / OEE Output | Performance Indicator | Annual Target | YTD Target (vs 2019 benchmark) | YTD Actual | Status | Notes |
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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

UN WOMEN Executive Snapshot – Q4 2020

REGIONAL / Country QBR

| BSC Perspective / OEE Output | Performance Indicator | Annual Target | YTD Target (vs 2019 benchmark) | YTD Actual | Status | Notes |
|------------------------------|--|---------------|--------------------------------|------------|---------|-------|
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| | | | | 77% | COPT | |
| | | | | 35.5% | NA | |
| | | | | 5% | NA | |
| | | | | 77% | NA | |
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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 as a key part of the UN-Women internal governance framework

Executive Leadership Team

Vision setting, strategic leadership and direction, resource management

Senior Management Team

Organizational priorities, strategic positioning, coherence and synergies

Business Review Committee

Organizational performance, operational decision-making, Quarterly Business Review

Budget Allocation Committee

Resource and budgetary matters

Risk Management Committee

Technical Management Group

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).



Budget Allocation Committee (BAC) drives holistic resource management

Functions of the BAC



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:

1 Implement the **pivot to the field** and shore up UNW's ability to deliver across the triple mandate

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 & 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

2 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

Arab 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's being developed in 2024

Africa-wide UN Women-DCO Joint Assessment of Gender Mainstreaming in CCA & UNSDCF; Consolidated **Gender Scorecard & Gender SWAP** exercises in 24 countries

3 Bolster organizational capacity to **effectively deliver in crisis-affected countries** and humanitarian strengthening

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 & 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 & international policy spaces as thought leaders on **women's leadership in humanitarian contexts**

BAC Review of priority strategic investments for use from the accumulated balances (2023-2025) 2/2

4

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

5

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



A review of **prior-year revenue** estimates and performance



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?