Structured Dialogue on Financing (SDF)

Informal Briefing for the Executive Board

5 July 2018
THE WORLD NEEDS TO CHANGE – 2030 AGENDA

... and women are vital to bringing about positive change in the world
The Powerful Case for Gender Equality and Women’s Empowerment

Member States had the vision to start UN Women to end gender inequality in our lifetime. Ending gender inequality by investing in girls and women is essential to the wealth of nations and financing 2030 Agenda.

❖ Realizing GEWE could double the value of global GDP, according to a World Bank analysis covering 141 countries* and accelerate 2030 Agenda implementation.
❖ Human capital wealth could increase by 21.7 per cent globally, and total wealth by 14.0 per cent with gender equality in earnings.
❖ Loss in human capital wealth due to gender inequality is estimated at $160.2 trillion.

Member States take up GEWE opportunities @ international and national levels wt. UN Women

International

Since 2014, UN-Women has supported member states

• 55 countries increased the capacities of civil servants in national AIDS coordinating bodies for gender mainstreaming in the HIV response
• 52 countries strengthened legislation to address violence against women and girls
• 43 countries increased budget allocations for gender equality and women’s empowerment
• 41 countries adopted policy frameworks for women’s economic empowerment
• These countries have the combined female population of 1.2 billion

National

• National systems to track allocations to GEWE are improving, and national budget allocations are increasing.
• Of the 80+ countries UN Women supported between 2014-2017,
  • 43 reported increases in GEWE budget allocations
  • 46 reported development of tracking systems for the allocations.
• Good examples include Mexico (>37%); Albania (>61%) and Nepal (976m-2.1b 2013-7)
UN Women helping Member States transform lives
One country, one woman at a time

1. **Palestine**
   “If you find yourself in a place that allows you to make a real difference in other women’s lives, obstacles will not stop you anymore.”

2. **Solomon Islands**
   “[Previously] decision-making positions were held by men and we never saw the benefits. Now seeing women as strong, it motivates me.”

3. **Tanzania**
   “I am better off economically, I am more confident and well informed in market leadership and women’s rights.”
FINANCING THEORY OF CHANGE

If funded for purpose, UN Women will help governments deliver more transformative outcomes for women & girls and accelerate delivery of the 2030 Agenda in ways that leave no one behind.

“When women rise, the world rises”
UN Women credits its success to Member States

UN Women is **one of the fastest growing entities** in the UN system, albeit from a very low base, with an average annual growth rate of 9% per year since 2011.

UN Women has a **wide donor base**.

- 112 Member States contributed to UN Women in 2017

**Existence & growth is credited to Member States’ support.**

- Provided 97.7% of core resources in 2017
- Provided 71.8% of non-core resources in 2017
UN Women Revenue Sources

Revenue by Donor Type

- Member State
- Other

2017 Revenue by Type

- Regular Resources - UN Truest Fund to End Violence Against Women: 11 M
- In-Kind Contributions: 2 M
- Other Resources - Fund for Gender Equality: 1 M
- Other Resources: 201 M
- Assesssed Resources: 8 M
- In-Kind Contributions: 2 M
- Other Resources - Fund for Gender Equality: 1 M
- Other Resources: 201 M
Member States stepping it up with multi-year core funding agreements

<table>
<thead>
<tr>
<th>Governments &amp; Member Organizations</th>
<th>Pledge Date</th>
<th>Currency</th>
<th>Pledge amount (local currency)</th>
<th>Pledge amount (USD)</th>
<th>Multi-year period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden</td>
<td>12-June-18</td>
<td>SEK</td>
<td>134,000,000</td>
<td>17,005,076</td>
<td>2018-2021</td>
</tr>
<tr>
<td>Denmark</td>
<td>5-July-17</td>
<td>DKK</td>
<td>60,000,000</td>
<td>9,888,100</td>
<td>2017-2020</td>
</tr>
<tr>
<td>Australia</td>
<td>16-Dec-16</td>
<td>AUD</td>
<td>7,790,000</td>
<td>6,063,720</td>
<td>2017-2020</td>
</tr>
<tr>
<td>Belgium</td>
<td>26-Jun-17</td>
<td>EUR</td>
<td>4,000,000</td>
<td>4,645,761</td>
<td>2017-2020</td>
</tr>
<tr>
<td>New Zealand</td>
<td>17-Feb-16</td>
<td>NZD</td>
<td>2,500,000</td>
<td>1,228,153</td>
<td>2018-2020</td>
</tr>
<tr>
<td>Iceland</td>
<td>5-Feb-18</td>
<td>ISK</td>
<td>130,000,000</td>
<td>1,228,153</td>
<td>2018-2020</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>40,659,560</strong></td>
<td></td>
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</tbody>
</table>
UN Women is young but strong

- Impact delivered on normative, coordination and operational mandate in measurable terms
- Succeeded in establishing regional architecture
- Strong Results Based Management (RBM) tracks changes in the lives of women
- 100% unqualified opinions on financial statements 7 years in a row. No more longstanding issues
- Enterprise Resource Management (ERM) system established

#Time is Now to move more into higher-yield core funding segments like private sector and individual giving and private/philanthropic sources
In 2018, UN Women hit an important milestone by crossing the $500 million mark in planned programming, defying the odds

- UN Women was the outcome of the consolidation of the four existing gender equality entities totaling 401 people. Today UN Women has a workforce of 2,400 globally.
- Original member state intention was capitalization of $500 million
  Reality was +/- 250 million
- Original member state intention was largest possible share of voluntary contributions as core, multi-year funding
  Reality: non-core has overtaken core resources over time
- By 2017, UN Women’s revenue had grown to over $350 million, and the core to non-core leverage ratio had become 3.3:1
UN-Women is consolidating programme outcomes

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of programme level outcomes</td>
<td>985</td>
<td>797</td>
<td>761</td>
<td>522</td>
<td>438</td>
</tr>
<tr>
<td># of programme level outputs</td>
<td>2,872</td>
<td>2,376</td>
<td>2,208</td>
<td>1,826</td>
<td>1,563</td>
</tr>
</tbody>
</table>

Average Budget/Outcome:
- 2014: $367 K
- 2016: $490 K
- 2018: $582 K
UN-Women’s expenditure growth by outcomes

In this figure, 2018 data are based on 2018 AWPs, while previous years are based on actual expenditure. In new SP (2018-2021), National Planning and Budgeting thematic area was merged into Leadership and Political Participation.
## Increased impact of Partnerships

<table>
<thead>
<tr>
<th>UN Women Top 10 Agreements (2017 and 2018 to date)</th>
<th>Region</th>
<th>Donor</th>
<th>Value (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Women Sida Strategic Partnership Framework 2017-2020</td>
<td>Global</td>
<td>Sweden</td>
<td>36.2 M</td>
</tr>
<tr>
<td>Strengthening the Resilience and Empowerment of Women and Girls and Host Communities in Iraq, Jordan and Turkey</td>
<td>Arab States</td>
<td>European Commission</td>
<td>14.5 M</td>
</tr>
<tr>
<td>Safe and Fair: Realizing women migrant workers’ rights and opportunities in the ASEAN region (EU-UN Spotlight Initiative)</td>
<td>Asia &amp; Pacific</td>
<td>Multi-Donor Trust Fund Office</td>
<td>13.4 M</td>
</tr>
<tr>
<td>Eliminating Violence Against Women in the West Bank and Gaza</td>
<td>Arab States</td>
<td>Canada</td>
<td>13.1 M</td>
</tr>
<tr>
<td>Win-Win: Gender Equality means Good Business</td>
<td>Americas &amp; Caribbean</td>
<td>European Commission</td>
<td>10.5 M</td>
</tr>
<tr>
<td>Enhancing Access to Justice for Women in Asia and the Pacific: Bridging the gap between formal and informal systems through women’s empowerment in Asia and the Pacific Region</td>
<td>Asia &amp; Pacific</td>
<td>Sweden</td>
<td>9.0 M</td>
</tr>
<tr>
<td>Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction in Cambodia, Bangladesh, Viet Nam, and Asia and the Pacific Region</td>
<td>Asia &amp; Pacific</td>
<td>Sweden</td>
<td>8.9 M</td>
</tr>
<tr>
<td>Contribution to the UN Women Country programme in Mali with a focus on 1325</td>
<td>West &amp; Central Africa</td>
<td>Denmark</td>
<td>8.7 M</td>
</tr>
<tr>
<td>EU-UN Spotlight Initiative: Technical Unit Secretariat</td>
<td>HQ</td>
<td>Multi-Donor Trust Fund Office</td>
<td>8.7 M</td>
</tr>
</tbody>
</table>

### Private

| Flagship Programme Initiative: Making Every Woman and Girl Count | Global                      | Bill and Melinda Gates Foundation | 10.0 M      |
UN-Women’s funding gap decreasing over time

(b) Total funding available (OR + RR programmable available)
(c) Total funding gap (OR + RR programmable) = (a) - (b)
UN Women’s success has so far defied the odds

Financial sustainability is key
UN Women Operates in a Changing World

- The global political climate has become less supportive of multilateralism
- It appears that there is also shrinking space for human rights and gender equality activism. The 2017 death toll of female HRDs was 197 risen fourfold since 2002
- The largest share of UN’s +/- $50 b a year revenue still comes from governments, 78% of contributions are made directly by Governments and another 9%, or a record high of $2.6 billion, by the European Commission.
- For many United Nations funds and programmes, as for UN-Women, RR contributions are declining.
  - RR share of total funding dropped from 37% to 22% and the RR share for development-related activities fell from 41% to 28%
- Good news
  - The UN however remains a force-multiplier for States, addressing global challenges that – due to their complexity and cost – no single State can confront on its own
  - After a decade marked by several economic crises, “in 2017 global economic growth is estimated to have reached 3.0 per cent, a significant acceleration compared to growth of just 2.4 per cent in 2016 and the highest rate of global growth recorded since 2011
UN Women's Assessed Contributions Relative to the UN System

0.05% UN Women’s portion of the UN System’s assessed contributions

TOTAL REVENUE 14.52B

Source: CEB Secretariat, 2015 Assessed Contributions in USD
UN Women is increasing impact while core resource growth is becoming stagnant in comparison to non-core resource growth.
Core to non-core ratio increased over time

Non-Core Dollars Raised per Programmable Core Dollar

<table>
<thead>
<tr>
<th></th>
<th>UN Women</th>
<th>UNICEF</th>
<th>UNFPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>3.3</td>
<td>3.7</td>
<td>1.8</td>
</tr>
</tbody>
</table>

UN Women Contributions by Type
Non-Core Funding (2011-2017)

- Growth of 9.7% per year
- Growth across all donor types
- Opportunity to expand JPs and Private Sector share but need to protect MS share
Non state funding segments can yield $60m in 2 years

- Corporations and Foundations expected to grow by 37% in 2018 to USD 16 million

- National Committees expected to grow from USD 6.3 million in 2017 to USD 12 million in 2018 and USD 22 million in 2019.

- UN Women high share of joint programming (103/371) and pooled funding revenue to grow

<table>
<thead>
<tr>
<th>Type</th>
<th>Segment/Portfolio</th>
<th>3-Year Average Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>Member State</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Top10</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Next10</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>High Potential</td>
<td>-8%</td>
</tr>
<tr>
<td></td>
<td>Rest</td>
<td>-7%</td>
</tr>
<tr>
<td>UN Agency</td>
<td></td>
<td>12%</td>
</tr>
<tr>
<td>IFI</td>
<td></td>
<td>19%</td>
</tr>
<tr>
<td>Private</td>
<td>National Committee</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>Private Sector</td>
<td>41%</td>
</tr>
</tbody>
</table>
Deepen engagement with public and private sector donors by
- Organizing high-level Member State consultations, working with key donor champions, and rallying supportive parliamentarians and major civil society voices
- Enhancing visibility by showing the transformative effect of our work
- Demonstrating that UN Women is specialized, competent, effective, and reliable
- Expanding joint programme delivery and strengthening interagency coordination

Invest in individual giving by
- Leveraging corporate partners to tap the potential of employee giving
- Supporting National Committees to professionalize their fundraising
- Developing capacity and technology for direct marketing and employee giving
- Targeting and recruiting High Net Worth Individuals and Influencers

Generate more revenue from communications and advocacy campaigns by
- Showing a direct positive impact that programming has on the lives of women
- Reinforcing human interest stories with hard evidence
- Investing in improving digital spaces for fundraising and visibility
- Building on existing strategic partnerships and strategic multipliers

RM Strategy

Objective:
Raise $2B in four years to fully fund UN Women’s 2018-2021 Strategic Plan and position UN Women as the partner of choice on Gender Equality and Women’s Empowerment

How?

Enablers
- People who are doing the right thing in the right place at the right time
- Clear, cohesive, and streamlined
- Effective, efficient, streamlined, systematized, and simplified

Building mutually beneficial partnerships that lead to force multiplication, innovation and/or other positive outcomes that would otherwise not occur
Comparing a well-managed portfolio of the highest potential donors that provide significant, consistent, and low-risk support
Consolidating UN Women’s position and reputation as the leading international organization advancing Gender Equality and Women’s Empowerment.
The goal of UN Women's Strategic Plan 2018-2021 is to achieve gender equality and empower all women and girls, including women's full enjoyment of their human rights. The Strategic Plan prioritizes 5 development outcomes and a set of 15 development outputs, including 12 thematic outputs reflecting globally agreed thematic priorities to break trends and accelerate efforts towards gender equality and women's empowerment (see figure below). Each thematic output is designed to assist Member States, upon their request, in translating global norms and resolutions into national policies to both achieve transformative results for women and girls and address multiple Sustainable Development Goals in a synergistic manner.

This toolkit provides methodological guidance (in the form of generic theories of change) for programming under each thematic output of UN Women's Strategic Plan 2018-2021. These generic theories of change provide an initial platform for national, CGI, private sector, ODA and UN partners to: assess required initiatives to effect transformative change in line with unique country contexts and capacities; identify on-going activities and gaps; and support a division of responsibilities amongst partners on how to best address these gaps. Activities to achieve the thematic changes can be undertaken by partners individually within a localized and common programming framework, or collaboratively through joint programmes and other pooled financing mechanisms.

### Impact: Achieve gender equality and empower all women and girls, including women's full enjoyment of their human rights

### Development results

<table>
<thead>
<tr>
<th>Outcome 1: ($29.2 million USD) A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks;</td>
</tr>
<tr>
<td>Output 2: Evidence-based dialogue is facilitated amongst governments and with civil society and other relevant actors in the context of intergovernmental processes;</td>
</tr>
<tr>
<td>Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes.</td>
</tr>
</tbody>
</table>

**Indicative multi-year budget for Outcome 1:** $29.2 million USD

<table>
<thead>
<tr>
<th>Outcome 2: Women lead, participate in and benefit equally from governance systems</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Outcome 3: Women have income security, decent work and economic autonomy</td>
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<td></td>
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<tr>
<td>Outcome 4: All women and girls live a life free of violence</td>
</tr>
<tr>
<td></td>
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<tr>
<td>Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action</td>
</tr>
</tbody>
</table>

**Indicative multi-year budget for Outcome 2:** $249 million USD

<table>
<thead>
<tr>
<th>Output 4: More women of all ages fully participate, lead and engage in political institutions and processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 5: More national and local plans and budgets are gender-responsive</td>
</tr>
<tr>
<td>Output 6: More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment</td>
</tr>
<tr>
<td>Output 7: More justice institutions are accessible to and deliver for women and girls</td>
</tr>
</tbody>
</table>

**Indicative multi-year budget for Outcome 3:** $292.8 million USD

<table>
<thead>
<tr>
<th>Output 8: More policies promote decent work and social protection for women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 9: More women own, launch and/or better manage small and medium and large enterprises</td>
</tr>
<tr>
<td>Output 10: More rural women secure access to productive resources and engage in sustainable agriculture</td>
</tr>
</tbody>
</table>

**Indicative multi-year budget for Outcome 4:** $424.6 million USD

<table>
<thead>
<tr>
<th>Output 11: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 12: More cities have safe and empowering public spaces for women and girls</td>
</tr>
</tbody>
</table>

**Indicative multi-year budget for Outcome 5:** $468.6 million USD

<table>
<thead>
<tr>
<th>Output 13: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts</td>
</tr>
<tr>
<td>Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes</td>
</tr>
</tbody>
</table>

**Organizational effectiveness and efficiency results**

| Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment |
| Output 2: Increased engagement of partners in support of UN-Women's mandate |
| Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation |
| Output 4: Improved management of financial and human resources in pursuit of results |

**Indicative multi-year budget for Output 1:** $27.2 million USD

**Indicative multi-year budget for Output 2:** $19.6 million USD

**Indicative multi-year budget for Output 3:** $84.6 million USD

**Indicative multi-year budget for Output 4:** $72.3 million USD
Time is Now to Step It Up

The demand for UN Women’s tri-partite mandate is at an all time high!

• Agenda 2030 and cross-cutting nature of GEWE in all goals requires additional capacity. Demand has outpaced supply
• Increasing demand due to current global political and social context
• Public awareness at a high
• #MeToo; #Timeis Up
Deepening to Invest and Generate from Other Sources

Step It Up for Gender Equality and Women’s Empowerment

2020 Funding Compact for financial sustainability
Road Map to Financial Sustainability

The 2020 Gender Compact is a Member State-championed fundraising drive to raise additional core funding for UN Women.

Led by donor advocates, UN Women will engage Member States in contributing a US $60 million annual increase in core in 2019 and 2020.

The 2020 Gender Compact would increase UN Women’s RR base to a level of US $200 million which would ensure greater institutional integrity and the ability to respond to the needs of country and regional offices particularly during the UN reforms.

It is hoped that this will help both reduce reliance on Member State funding and change the way Member States prioritize and invest in GEWE.
Options for getting to $60 million/yr more

Seven champions who focus their core funding on UN Women relative to sister agencies could champion step it up for 50:50 by 2030;

• Member States that do not support UN Women commensurate to their overall UN contributions could step it up; and

• Emerging donors including oil-rich and countries that graduated to middle income could step it up.
The Step it Up for GEWE 2020 Funding Compact

-0.28% increase that will change funding flows

Compact options:

1. “All hands on deck” - $1 m more from 60 Member States. This one is high effort and uncertain return, as attention is scattered over many prospects. We have tried this approach with mixed success.

2. “Some hands on deck”. 30 Member States give $2 m more. This one is the least likely as the amount goes beyond a disposable income level and would require special projects with tangible national benefit to sell to governments and tax base.

3. “The largest hands on deck”. This one focuses on a few large pocket prospects. 12 Member States each give $5 m more. Either champions who want to give a 10% increase to support the campaign, or new donors who want to make their mark and gain recognition. This one is the most feasible, given the analysis we have on emerging donors.
What the Step It Up GEWE Compact 2020 Buys

1. UN Women fit for purpose. 2020 is the year of great expectations and reviewing global progress.
   • Beijing +25; Security Council resolution 1325 +20; 2030 Agenda 5-year milestone
   • End of Africa’s Decade of Women and UN Women’s first decade

2. Increased coordination capacity and more joint programming
   • Demand for coordination increases with gender mainstreaming uptake. For example, 2030 Agenda, new UNDAFs and UN gender parity strategy.
   • Demand for technical support and coordination expands with joint programming uptake. For example, EU-UN Spotlight Initiative.

3. A sustainable public-private partnership funding model
   • Gradually decreasing the core funding dependency on Member States
   • Reducing UN Women vulnerability to financial shocks
Core resources are core to UN Women’s continued success

- The world cannot afford gender inequality
  - The World Bank says $160 trillion is lost to gender-based unequal pay (2 times global GDP)

- **Member States had the vision** to respond to civil society advocating for the establishment of UN Women to support the quest to end gender inequality through women’s empowerment

- **UN Women is the global asset** that helps Member States achieve gender equality by coordinating the UN System and providing expert advice and support at national levels in developing countries; as well as norm setting facilitation and policy advice globally

- **Member States own UN Women.** Owners pay rent or mortgage to acquire and protect their assets

- **UN Women’s asset value has increased over time.** The cost is still +/-$200 m/ year as it was when UN Women was formed
Executive Board issues joint letter calling for pledges to UN Women.

Member States respond joint letter.

Member States make concrete pledges.

Additional pledges and joint fundraising efforts announced.

UN Women invites Member States to channel left over money at end of financial year.
“When women rise, the world rises”