



**Executive Board of the
United Nations Entity for Gender
Equality and the Empowerment
of Women**

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Structured Dialogues on Financing the UN-Women Strategic Plan 2014-2017

1. Background and context

The mandate for the structured dialogues on financing comes from the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) (GA/Res/67/226). Paragraph 46 states that the QCPR “*Requests, in this regard, the executive boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities, with a view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows.*”¹

In response to the QCPR mandate, UN-Women convened the first informal consultation with the UN-Women Executive Board during its 2014 second regular session on 15 September 2014. The Executive Board “*Decide[d] to engage, on an annual basis during the second regular session of the Executive Board, in a structured dialogue on financing with Member States to monitor and follow up on the level of funding, in particular of regular resources, as well as predictability, flexibility and alignment of other resources provided for the implementation of the Strategic Plan, 2014-2017, including information on funding gaps.*”² In advance of the 2015 second regular session, UN-Women will hold its second consultation during the first regular session of its Executive Board on 9 February 2015.

In addition to proposing linkage of the structured dialogue on financing with the Integrated Budget discussions, UN-Women is proposing to focus on three key aspects of the funding situation of the Entity:

- 1) **The funding gap:** to underscore the gap between the current funding levels for UN-Women (annex 1) relative to the critical mass of resources, which is the minimum level of resources that UN-Women needs to achieve its Strategic Plan 2014-17 including the regional

¹ http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/67/226

² Executive Board Decision 2014/6 on the Structured Dialogue on Financing of September 2014.

architecture and HQ structure, endorsed by the UN-Women Executive Board. UN-Women remains today hugely underfunded compared to the agreed set resource targets and start-up capital suggested by the Secretary-General³ at USD 500 million annually for total resources.

2) **Unmet needs:** to recall the implications if UN-Women is unable to secure the required funding, whereby the Entity would have unmet needs with the risk of parts of the approved UN-Women Strategic Plan not being fully implemented. It should be noted that the upcoming mid-term review is an opportunity to further analyse the risks associated with the implementation gap.

3) **Opportunities to close the gap:** to propose new, simplified and more effective funding modalities to fill the gaps identified in implementing the UN-Women Strategic Plan 2014-17. These new funding modalities would offer a simplified way for Member States and other donors to provide funds where they are most needed that are also in line with their own priorities. Additionally, there will be an expansion of existing modalities that have proven to be effective, for example, in raising flexible non-core resources or through funding of Strategic Notes/Annual Work Plans of country offices.

2. UN-Women's current funding situation

The critical mass of resources is the minimum level of resources that UN-Women needs in order to achieve its Strategic Plan 2014-17, endorsed by the UN-Women Executive Board. The Secretary-General's "Comprehensive Proposal for the composite entity for gender equality and the empowerment of women" emphasized that the "funding requirement for the start-up phase" of UN-Women be set at USD 500 million annually. According to the document, Integrated Budget Estimates for UN-Women for the Biennium 2014-2015, UNW/2013/7⁴, which was also endorsed by the UN-Women Executive Board, given the current global financial context and financial performance in 2012 and 2013, the following targets were proposed for 2014-2017:

(a) The **2014-2015** budget is USD 690 million, comprising USD 340 million for regular resources and USD 350 million for other resources; and

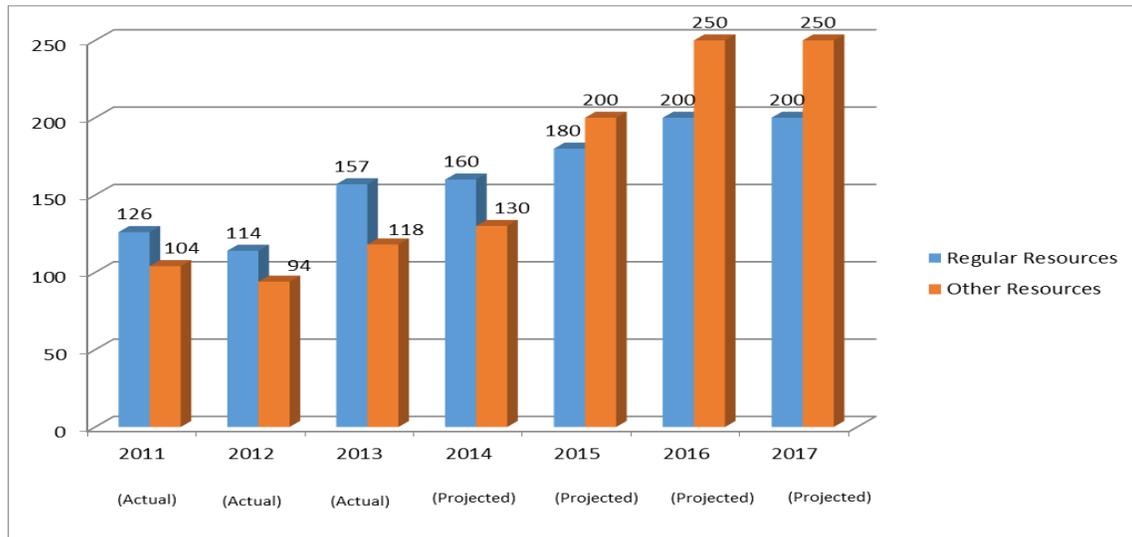
(b) The **2016-2017** initial estimates within the 2014-15 budget increased to USD 900 million, comprising USD 400 million for regular resources and USD 500 million for other resources (see Figure 1). These estimates will be reviewed and adjusted during the preparation of the 2016-17 Integrated Budget. Currently the target is likely to be closer to \$750 million, with \$390 million

³ A/64/588, Comprehensive proposal for the composite entity for gender equality and the empowerment of women, submitted in response to General Assembly resolution 63/311. "The report examines the implications of the functions of the composite entity for funding from assessed and voluntary contributions. It suggests that approximately \$125 million per annum is needed for a basic staff complement, related operating costs and "start-up" capacity at the country, regional and Headquarters levels, as well as an additional \$375 million per annum in the initial phase to respond to country level requests for United Nations programmatic support."

⁴ http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E

from regular resources and \$360 million from other resources. The UN-Women Integrated Budget 2016-17 will be presented for approval at the Executive Board Session in September 2015. Prior to this it will be presented to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) for review and comments. The structured financing dialogue needs to be consistent and aligned with the assumptions and projections included within the Integrated Budget.

Figure 1- Projected contributions of regular and other resources, 2014-2017 (as presented in the 2014-15 budget)



*n.b. 2014 figures are based on provisional actual figures; the estimate for non-core for 2014 is USD 130 million.
n.b. Projections for 2016-2017 are initial estimates and subject to revision during the midterm review of the Strategic Plan.*

3. The risk of unmet needs

UN-Women is preparing to ensure that it is “Fit for Purpose” to lead efforts on advancing gender equality under the new Post-2015 development agenda. However, since the establishment of UN-Women, resource mobilization targets have not been fully met despite some encouraging growth. There are a number of risks associated with the Entity being underfunded that would impact the work in different ways. Unmet agreed resource targets in the budget may:

- Limit UN-Women’s ability to meet the demand for support from Member States, despite agreed staffing requirements per UN-Women’s recently implemented regional architecture.
- Compromise UN-Women’s policy-based advocacy and technical support work, in particular with regard to regional-level technical advisory expertise as planned in the regional architecture, and approved by the Executive Board.

- Limit UN-Women's capacity to fully engage in UN System coordination processes on the ground at the country level, particularly in complex coordination environments.
- Limit UN-Women's ability to engage in global and regional programmes on universal issues, respond to emerging challenges and opportunities, promote innovation, and support the organization's normative work through norm-setting and evidence-based advocacy.
- Limit UN-Women's capacity to engage with and support, from a gender equality perspective, key intergovernmental processes that will determine the global normative framework Post-2015, including those pertaining to the Sustainable Development Goals (SDGs), climate change, and disaster risk reduction. Such limited engagement would also compromise UN-Women's ability to bring about strengthened coherence between normative guidance and operational support to national and regional partners, as outlined in the Strategic Plan.
- Limit UN-Women's ability to continue to develop strengthened partnerships within the United Nations system and with women's organizations and networks, other civil society organizations, academia and experts, mass media and the private sector. These partnerships support UN-Women's advocacy for the integration of gender equality issues into all development sectors.
- Limit UN-Women's capacity to fully leverage UN coordination mechanisms with a view to strengthening gender equality results by the UN system. Current limitations affect global and regional level coordination work, while undermining the Entity's ability to fully engage Resident Coordinators and UN Country Teams, particularly in complex coordination environments. Furthermore, the number of United Nations Development Assistance Frameworks (UNDAF) featuring specific results on gender equality has stabilized at a plateau over the past three years. Therefore, it will be difficult to support a significant increase of the above indicator without additional resources to leverage prioritization of gender related interventions by UN Country Teams.

It should also be noted that in 2015, UN-Women will carry out a Mid-Term Review (MTR) to reflect on and take stock of the effectiveness and continued relevance of its strategies and approaches for achieving results and delivering on its mandate to be presented at the annual Executive Board Session in June 2016. The MTR is also considered an opportunity to capture key lessons learned, understand challenges and opportunities, identify threats, revisit risks and assumptions, and take corrective or remedial action with regard to the current or subsequent Strategic Plan. Hence, it will be a good moment to reflect on the risks of having unmet needs.

4. UN-Women resource mobilization

The QCPR also "*Recognizes that Member States and the United Nations development system should prioritize the allocation of core/regular resources and non-core resources that are more predictable, flexible, less earmarked and better aligned with the priorities of programme countries, including those included in the United Nations Development Assistance Framework, and with the strategic plans and mandates of United Nations funds, programmes*

and specialized agencies” (paragraph 40). Further, the QCPR “Stresses the need to avoid the use of core/regular resources to subsidize non-core/extrabudgetary financed activities, including the use of core/regular resources to cover costs related to the management and support of non-core/extrabudgetary funds and their programme activities” (paragraph 43).

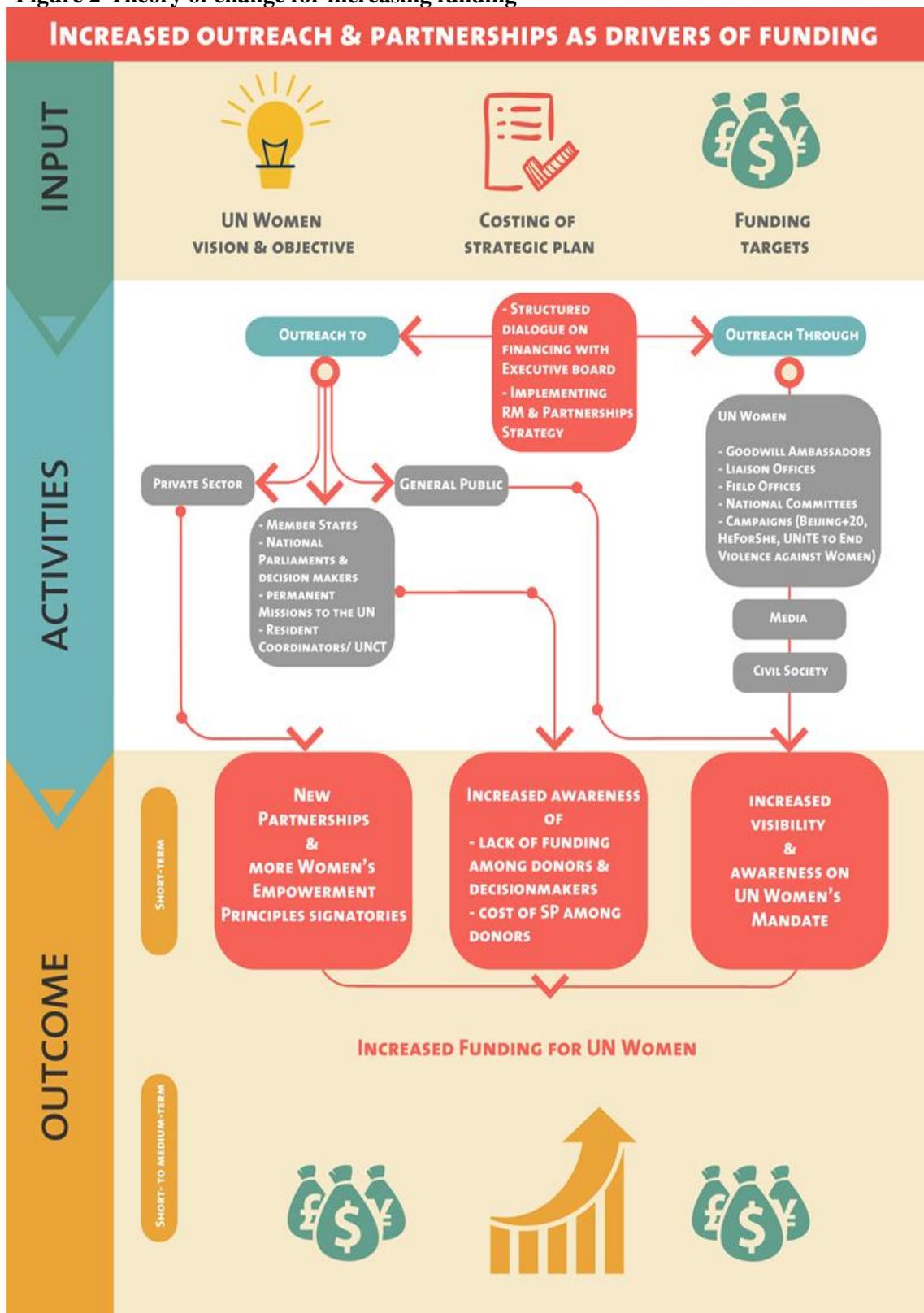
UN-Women capitalizes on the widening recognition of the importance of investing in gender equality, which is most explicitly articulated in the creation of UN-Women. However, this did not result in the volume of resources commensurate with that recognition and political commitment. Key challenges in meeting annual funding targets include creating a space in national budgets for UN-Women in the various budgetary processes related to official development assistance (ODA), and changing the trend of funding which emerges from the legacy of the very low level of contributions to its predecessor organizations.

An important element of UN-Women’s resource mobilization effort is to strengthen the positioning of UN-Women and its work in various decision-making forums, thereby contributing to a financial resource base that is commensurate with the clearly expressed expectations and the very urgent needs of women and girls. UN-Women’s priority is to strengthen its efforts to increase the volume of resources and secure long-term, predictable, flexible and less earmarked resources that are aligned with the Strategic Plan and mandate of UN-Women. In this regard, UN-Women will put an emphasis on the importance of core resources that are the highest quality funding to the organization as they support the implementation of the full range of outcomes set out in the Strategic Plan. In terms of non-core resources, UN-Women will place a stronger emphasis on securing more predictable and flexible resources, and introduce more simplified modalities of making non-core contributions to UN-Women. Figure 2 (see next page) explains the theory of change of how UN-Women plans to utilize increased outreach and partnerships with various stakeholders to increase funding in the short to medium term.

UN-Women’s three global priorities for resource mobilization include:

- i) Sustaining, widening and deepening core contributions from current government donors and engaging emerging donors;
- ii) Identifying new and strengthening current sources of non-core resources and modalities; and
- iii) Expanding and deepening contributions from non-traditional donors, including the private sector (corporations and philanthropic foundations), individual donors and UN-Women National Committees.

Figure 2-Theory of change for increasing funding

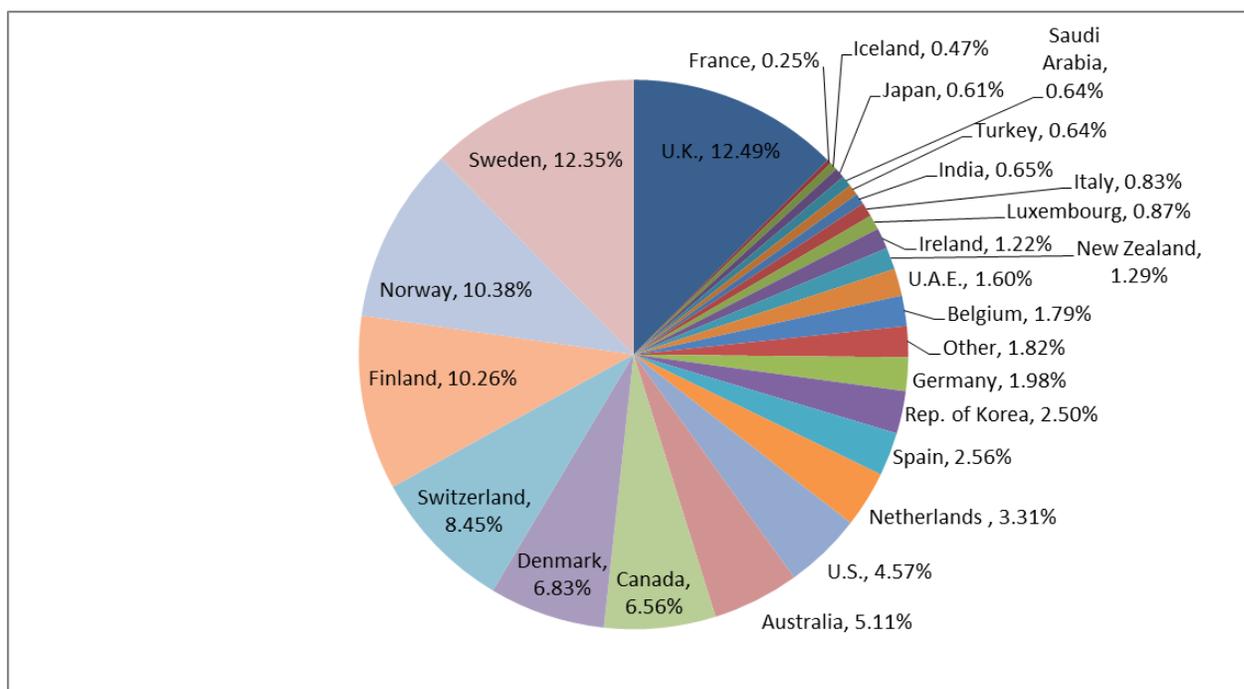


i) Sustaining, widening and deepening core contributions

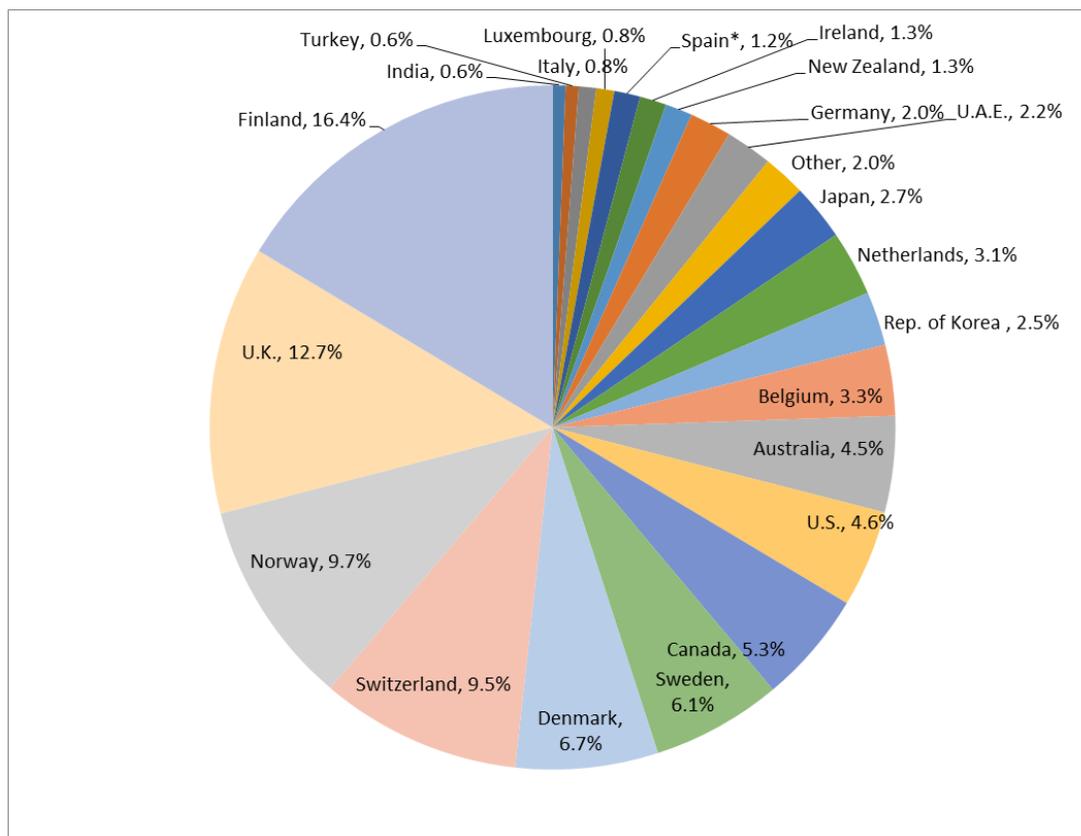
The QCPR (paragraph 24) stresses the need for adequate quantity and quality of funding for operational activities as well as the need to make funding more predictable, effective and efficient. In order to deepen and sustain the donor base and to secure multi-year commitments, resource mobilization efforts aim to strengthen partnerships with top donors and strategically target major contributors of official development assistance (ODA) and Member States. As the primary source of funding for UN-Women's Integrated Budget, core contributions are essential to ensure that UN-Women has the required capacity to deliver on its Strategic Plan and an adequate institutional structure that will enable UN-Women to absorb greater funding.

To enlarge the donor base, UN-Women is working on its 150/250 campaign to secure 150 Member States contributing USD 250 million to core resources. Furthermore, UN-Women intends to mobilize USD 250 million for non-core to reach a combined total of USD 500 million, triangulate outreach (field offices, headquarters and donor capitals) and capitalize on external outreach partners, including its National Committees to increase financial resources. In 2013, a record number of 130 Member States contributed to UN-Women's core resources. In 2014 more countries than ever before have contributed. Widening the donor base also helps create ownership, enhance political support and raise awareness about UN-Women's mandate across a broader constituency (see figures 3a and 3b).

Figure 3a 2013 UN-Women government core contributions



n.b. Based on total Government contributions to core resources in the amount of USD 156,444,013

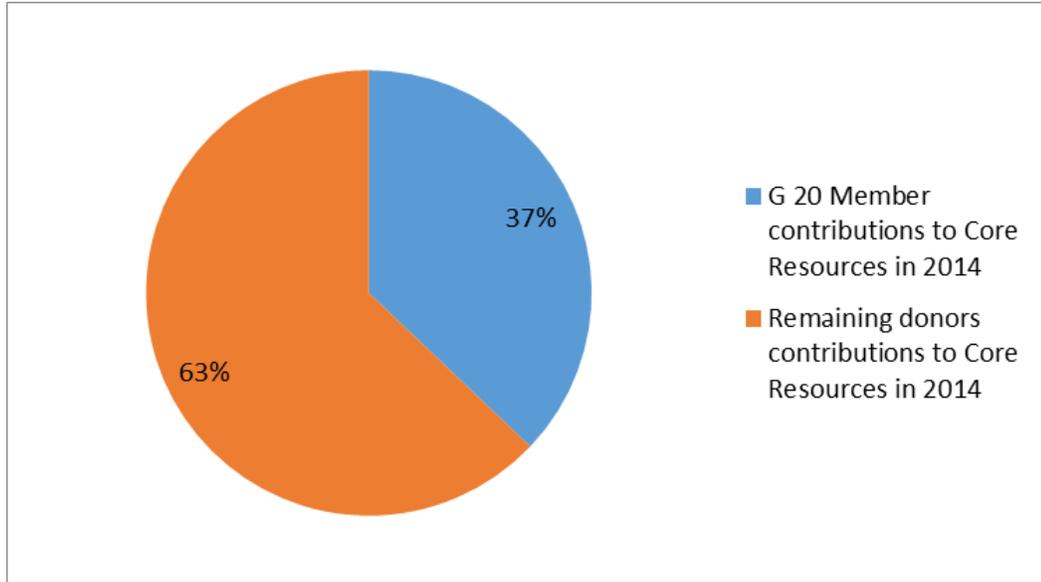
Figure 3b: 2014 UN-Women government core contributions as of 15 December 2014 (USD)

*estimate, to be confirmed

n.b. Based on total Government contributions to core resources in the amount of USD 163,577,677 as of 15 December 2014

Double-digit donors

The double-digit donors (USD 10 million and above to core) approach focuses on keeping the messaging simple and memorable with clarity on what is being requested from donors, which is easy to articulate across the decision-making process. It is also an attainable amount for donors who are already in the low million dollar levels to aspire towards and those already in the double-digit level, to increase further. This strategy helps to prevent an over-dependence on a small number of donors and ensures burden sharing. For example, UN-Women has begun to focus its efforts on the Group of Twenty (G20) (see figure 4 and annex 3) whose contributions to UN-Women are not commensurate with their political commitment to gender equality and to UN-Women. Collectively, the G20 economies account for around 85% of the gross world product (GWP), 80% of world trade (or, if excluding EU intra-trade, 75%), and two-thirds of the world population, whereas they account for slightly over one-third of UN-Women's core base; excluding the United Kingdom, the G20 accounts for 25% of the core base.

Figure 4: G20 Member contributions to UN-Women in 2014 as of 15 December 2014

n.b. Based on total Government contributions to core resources in the amount of USD 163,577,677 as of 15 December 2014

Between 2012 and 2013, UN-Women attracted a wider base of government donors, from 114 in 2012 to 130 in 2013 and also saw a rise in the number of double-digit donors. To create a stable funding base, UN-Women aims to have 14 double-digit donors contributing an average of USD 15 million annually (see figure 5). In 2010, there were only two double-digit core donors (Norway and Spain); in 2011 and 2012 there were four Member States in this category. In 2013, the number rose to seven (Canada, Denmark, Finland, Norway, Sweden, Switzerland and the United Kingdom). In 2014, two Member States (Finland and UK) are contributing above the USD 20 million level to core. (See annex 3 for top 25 Government donors to core resources in 2014)

Figure 5: UN-Women desired donor formula in USD

4 Donors * 20 Million = 80 Million
(2 achieved= Finland and United Kingdom)
6 Donors * 15 Million = 90 Million
(2 achieved= Norway and Switzerland)
6 donors * 10 Million= 60 Million
(2 achieved= Denmark and Sweden)
Remaining donors including private sector = 20 Million

Liaison offices

UN-Women liaison offices provide direct outreach in the capitals to governments and other stakeholders, including strengthening partnerships with non-traditional donors such as the private sector and foundations. Establishing liaison offices has helped UN-Women in reaching multiple donors in an efficient way while strengthening substantive collaboration. Liaison offices currently exist in Brussels and Copenhagen as well as an African Union Liaison Office in Addis Ababa. Two additional offices are expected to open in 2015 – in Tokyo and Abu Dhabi – which will also help the organization to tap into the potential of private sector partnerships in Japan and the Gulf region. The presence of the Brussels Office has led to increased substantive engagement with the European Union on mutual priority areas and increased multi-year non-core funding from the European Commission. In addition, the Brussels Office facilitated the development of the partnership between UN-Women and the Secretariat of the African, Caribbean and Pacific Group of States (ACP), which support the work to advance gender equality and women's rights in the Africa, Caribbean and Pacific Region. Similarly, the Liaison Office in Copenhagen for outreach to Nordic countries has seen positive results in terms of increased collaboration with stakeholders in the Nordic countries on substantive areas and increased advocacy for core and non-core contributions to UN-Women, as well as outreach to the private sector with a view to expanding the donor base in a region with great potential.

Emerging donors

As the economic and financial landscape changes, attention and analysis are being directed to identifying new and emerging economies with the potential to become strong contributors to UN-Women. Development assistance from emerging or non-traditional donors is on the rise. In 2013, UN-Women's top donors included significant contributions from emerging and non-traditional donors such as Brazil (non-core only), China, India, Indonesia, Mexico, Saudi Arabia, Turkey and the exceptional support from the United Arab Emirates. As a medium-to-long-term strategy, UN-Women will actively explore opportunities for engagement with emerging economies as they increase their development cooperation activities. Private sector partnerships that UN-Women is developing in emerging economies have already started to generate non-core resources, and are part of the short-to-medium term resource mobilization strategy.

Financial institutions and regional development banks

Another short-to-medium-term strategy for UN-Women, in line with the recommendation of the QCPR, is to increasingly engage with Development Finance Institutions (DFIs), International Financial Institutions (IFIs) and Regional Development Banks, and actors such as the World Bank and the African Development Bank, Asian Development Bank and the Inter-American Development Bank. These actors are playing an increasingly important role in channelling funding for climate change, humanitarian aid, gender equality and women's empowerment, and development.

ii. Identifying new and strengthening current sources of non-core resources and modalities

The draft report of the Secretary-General on the implementation of the QCPR⁵ notes that the financing of United Nations operational activities for development “in the form of earmarked non-core resources has grown significantly over time and accounted for some 75 per cent of total resources in 2013, compared to 56 per cent in 1998. Looking at development-related activities alone, by excluding humanitarian assistance activities, non-core resources accounted for some 69 per cent of total resources in 2013, compared to 51 per cent in 1998.”

Given UN-Women’s core to non-core ratio and the need to invest in non-core resource mobilization capacity, particularly at the field level, UN-Women will expand its range of options for donors to choose from in terms of connecting it with donor priorities and programme country needs. Not achieving non-core targets impacts directly on UN-Women’s ability to comply with the QCPR recommendations related to not subsidizing non-core through core.

These expanded options could include:

a. Strategic notes/Annual work plans (SN/AWPs)

As a basis for UN-Women’s programmatic work at the country level, SN/AWPs are prepared at the national and regional levels, with a focus on development results as well as organizational and effectiveness results. These calculations are the basis for the cost of operation in a particular country, where the plan normally is partly funded and partly un-funded. It should also be noted that:

- Direct funding to SN/AWPs frees offices from excessive resource mobilization and administration and allows them to focus on implementation; and
- When donors directly fund SN/AWPs, it incentivizes country offices investing in their planning processes, and thereby encourages strong strategic planning across the programme.

b. Exploring the establishment of a thematic fund that would include soft-earmarked pooled funds to support the achievement of specific outcomes or results as outlined in the Strategic Plan 2014-17

The establishment of thematic funds has worked well for sister agencies in securing flexible non-core resources, improving planning and sustainability, and simplifying the process of managing contributions, including monitoring and reporting on results, which reduces transaction costs. UN-Women will explore the possibility of creating thematic funds, which are soft-earmarked pooled funds that support the achievement of the outcomes outlined in the Strategic Plan. Funds could be allocated by donors at different levels, including: Strategic Plan

⁵ T report QCPR SGR 2015 –Ver 4q–26Nov2014

priority area, or by region/sub-region/country, or some combination of both, which gives the donors a broad range of flexible funding options.

c. Developing framework/strategic partnership agreements

UN-Women will strengthen the development of framework or strategic partnership agreements with donors that are comprehensive and include core, non-core and other substantive areas of collaboration. Multi-year framework/strategic partnership agreements require a thorough analysis of the common priorities of the partners and provide a predictable source of funding as well as developing close substantive collaboration to advance those priorities. These agreements often take time to negotiate but provide an efficient way of collaborating with donors over the long-term and include annual consultations scheduled to track the progress made on the agreement.

d. Increasing the number of joint programmes where appropriate

As guided by the QCPR (paragraph 118), UN-Women will further strengthen joint programming processes at the country level, where appropriate. There are clear situations when UN-Women should mobilize resources together with other parts of the UN system, such as in countries where the UN Resident Coordinator has taken on the responsibility for joint resource mobilization for Delivering as One Funds. Though not a significant source of funding at present, the 2013 report of the Secretary-General on funding (A/68/97-E/2013/87) estimated that the approximate value of new joint programmes established in 2011 amounted to less than 3 per cent of total funding to United Nations development-related activities: given UN-Women's unique mandate and role, their potential and benefits justify exploring Joint Programmes more widely.

e. Tapping into funding for humanitarian action

Humanitarian donors are increasingly recognizing the necessity of a gender equality approach to humanitarian action, both as an issue of rights and of ensuring more effective delivery of aid.⁶ As such, the existing and emerging demands for support in this area of work provide UN-Women with a unique opportunity to strengthen its role – and fulfil its mandate – in the coordination and integration of gender equality and women's empowerment into humanitarian action. Financial investments are required to ensure accountability to the policy commitments made towards the integration of gender equality and women's empowerment by the official humanitarian coordination system. In the interests of sustainability, it will also require investment in building the capacity of national authorities, women's machineries and women's organizations and in the creation of much-needed evidence on the impact of gender equality programming in humanitarian outcomes. These are the roles and responsibilities of UN-Women as outlined in its mandate-defined humanitarian strategy, thus making it an obvious conduit for these investments.

⁶ This recognition was exemplified by the adoption, in recent years, of gender equality in humanitarian action policies by major global humanitarian stakeholders, including the 2012 Gender Equality Policy Instruction of OCHA (the humanitarian coordination entity of the UN Secretariat) and the 2013 'Staff Working Document on Gender in Humanitarian Aid: Different Needs, Adapted Assistance' of the European Commission, the third largest humanitarian donor.

UN-Women's Humanitarian Unit is working to build the capacities of its country offices so that they are able to provide the technical advice and guidance required to ensure that gender equality is duly integrated into humanitarian action appeals. This will ensure that gender-equality programming is given warranted priority and not dismissed as a secondary consideration in the 'life-saving' phase of immediate response. Through the partnerships that UN-Women is entering into, for example with OCHA, gender equality programming will increasingly be prioritized and this will be reflected in a greater share of humanitarian response funding, including the OCHA-managed pooled funds, i.e. the Central Emergency Response Fund (CERF), Common Humanitarian Funds (CHF) and Emergency Response Funds (ERF). Currently, the majority of UN-Women funding for humanitarian action is from bilateral donors. More donors are showing interest in funding UN-Women's Humanitarian Strategy, especially the outcomes that have a direct impact in the field.

iii. Expanding and deepening contributions from non-traditional donors, including the private sector (corporations and philanthropic foundations), individual donors and UN-Women National Committees.

Private Sector Outreach

Building strategic partnerships with the private sector gives UN-Women an opportunity to not only raise funds but also to advance the women's economic empowerment agenda by influencing corporate practices, culture and value chains and advocating to ensure equality for women in the work place. UN-Women has already tapped into resources from philanthropic foundations (such as the Rockefeller Foundation, the UNHATE Foundation, etc.) and corporations across the globe by partnering with these organizations through a strong advocacy and resource mobilization framework. UN-Women received contributions totalling USD 5.1 million as of September 2014, which include: USD 1,563,000 from Zonta International Foundation, USD 1,357,732 from Coca-Cola, USD 500,000 from Tupperware and USD 489,316 from Proya, a cosmetics firm in China.

In addition, UN-Women has put in place the Private Sector Leadership Advisory Council with the above objective in mind. Council members commit to accelerating economic and social progress for women and girls worldwide by combining their expertise, reach and resources for greater results. UN-Women aims to broaden the Private Sector Leadership Advisory Council in its constitution and geographic reach and will develop focused strategies with the group to ensure measurable contributions to UN-Women's mandate.

Given the nature of private sector partnerships, where the requirements of corporations and foundations differ from those of Member States, specific skills and adequate capacity are needed to manage these partnerships to be able to tap into this source of funding. In order to achieve longer-term and sustainable partnerships with the private sector, it is critical to allocate more resources to this area.

Moving forward, UN-Women will expand the number of high-impact and results-oriented innovative partnerships with private sector partners on selected themes, such as job creation, training, e-learning and other topics in the context of the Strategic Plan. These partnerships will combine the expertise, networks and resources of private sector partners together with the technical expertise, quality assurance, and convening role of UN-Women to

develop and implement in programmes that go beyond a traditional donor-grantee relationship towards one that is beneficial to mutual objectives of each partner.

Leveraging UN-Women campaigns for fundraising from individuals

UN-Women can significantly expand its private sector fundraising by leveraging the general public's support for its global campaigns, for example, HeForShe and the Beijing+20 review, into increased individual giving. International and non-governmental organizations (for example UNICEF, UNHCR, Greenpeace and Amnesty International) excel at using multi-country advocacy and awareness campaigns to recruit new private sector supporters through the enhanced social mobilization, public awareness and debates generated by such campaigns at the global levels and in the countries where they have national committees, associations and organizations. They do so by planning for – and investing in – the conversion of those supporters into donors, and into monthly donors in particular.

With careful planning, and by investing in the proven fundraising tools and techniques for converting campaign supporters and advocates into donors, UN-Women can also succeed in raising not only individual donations for the campaign's programmatic themes, but also significant unrestricted funds over the longer term, from those donors who are then converted to regular giving. By investing in the digital and other direct marketing channels and fundraising techniques necessary to convert campaign supporters into individual donors, both at the international level, and via its National Committees in a limited number of countries in the short-term, UN-Women can immediately increase its funding from this sector. In the near future, investments could also be made into starting monthly giving in other National Committee countries, and into launching individual fundraising via monthly giving in new markets.

UN-Women National Committees

National Committees for UN-Women are independent NGOs that work to raise awareness about UN-Women's mandate and fundraise for UN-Women's programmes. National Committees and their members also advocate with their respective governments to increase their financial support to UN-Women in addition to reaching out to parliamentarians to garner greater support.

National Committees for UN-Women are currently operating in 15 countries (Australia, Austria, Canada, Finland, France, Germany, Iceland, Italy, Japan, New Zealand, Norway, Singapore, Sweden, the United Kingdom, and the United States).

The majority of National Committees are run by volunteers and are varied in their institutional capacities and results. The total annual contribution from National Committees is modest and ranges from USD 1 million to USD 1.5 million. However, it is recognized that the National Committees have great potential and could generate significant funding for UN-Women in the medium to long term. National Committees also have demonstrated the potential to facilitate private sector partnerships for UN-Women at the global and country level.

UN-Women is providing some technical support on governance and fundraising to strengthen the capacities of its National Committees. However, increased financial investment by UN-Women is needed to tap into the potential for raising significant funding from individuals in National Committee countries. This is an area that UN-Women will work to advance since National Committees not only promote UN-Women's campaigns in their

countries but also engage people at the local level leveraging such outreach to generate funds from individuals.

5. Visibility of donor contributions

UN-Women will create further incentives to attract contributions by increasing visibility for both core and non-core resources through various initiatives. For example, UN-Women will leverage its membership of the International Aid Transparency Initiative (IATI) to provide visibility for contributions and aim to build a system for tracking and sharing up-to-date data visually through UN-Women's website and publications in line with its IATI commitment. Additionally, UN-Women is the only UN entity, which offers a portion of the membership on its Executive Board (four seats) to the top contributing countries. The 'contributing countries' category is an incentive for Member States to increase their financial contributions in order to gain visibility and increased involvement through membership of the Executive Board.

UN-Women regularly showcases donor contributions on its website (www.unwomen.org). The page entitled 'Government Contributions' updates Member States' contributions to core resources on a monthly basis and displays non-core contributions annually. Additionally, donors are kept abreast of UN-Women's funding gap, through various visuals on the corporate website which, for example, illustrate the number of government contributors and the total amount of pledges to core resources against the annual targets. Top donor contribution trends are further highlighted through interactive graphs which express the donor's history of core contributions delineated by year starting from 2009, the year prior to the establishment of UN-Women.

Furthermore, UN-Women aims to shine a spotlight on its top donors, who have committed to core funding above the USD 10 million mark ('double-digit donors'), through a series of interviews with Ministers from top donor countries on the external website. The interviews focus on the importance of gender equality to the donor Government; how women's empowerment and gender equality feature in the donor's multilateral aid policy; and the importance of the donor's partnership with UN-Women in channelling their development assistance. UN-Women intends to organize similar interviews with leading contributors from programme countries in the near future.

Responsible stewardship of non-core resources demands accountability, and as with core funds, donors working as development partners have increased their engagement with UN-Women. For non-core funds this engagement extends to the programming cycle, and may include formulation, implementation, monitoring, reporting and evaluation. In the case of the funds managed by UN-Women, which have a pooled funding modality and follow a demand-driven approach, donors are engaged through reporting and knowledge exchange.

Furthermore, the expanding definition of partnership is growing to include more activities in the area of communication, enhancing visibility and enabling the donors to leverage their investment in UN-Women with their own constituencies. In this context, high-quality reporting to non-core donors plays an important role in sustaining and nurturing these partnerships and the preparation and quality assurance of such reports is an aspect of partnership

management. Donor contributions for both core and non-core resources are also highlighted in UN-Women's Annual Report which is presented to the Executive Board.

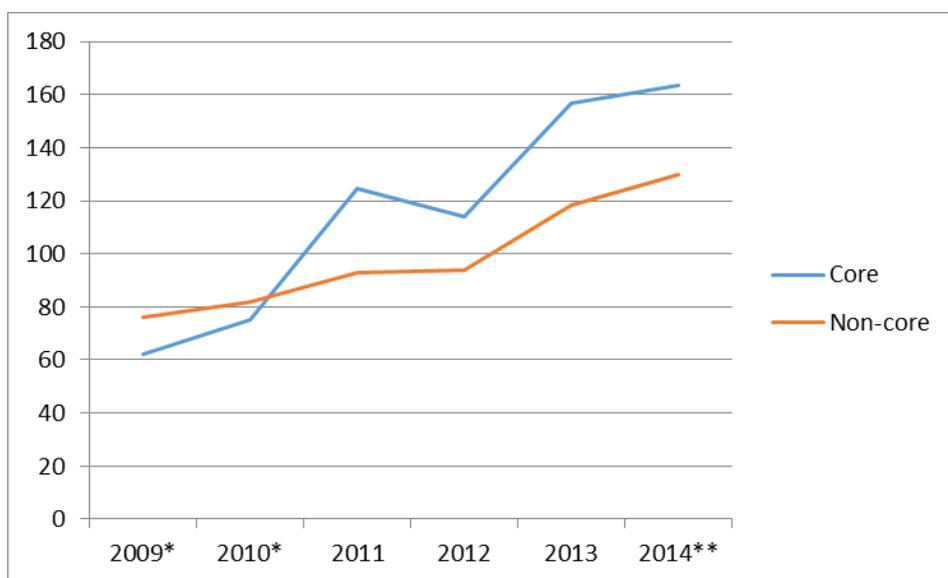
6. Conclusion

It is clear that UN-Women's donor base is growing. This is positive news even though the growth is uneven across Member States and not happening fast enough to support the full implementation of the Strategic Plan. UN-Women plans to intensify its outreach to those Member States that have not significantly increased their contributions since UN-Women's establishment. Increased visibility given the 20th anniversary and commemoration of the Beijing Platform for Action where the emphasis is on implementation and also the work of the UN-Women Goodwill Ambassadors will help increase awareness about the underinvestment in gender equality programming and UN-Women, including the need to scale up contributions to close the current funding and implementation gaps.

UN-Women plans to work closely with its Executive Board members and other Member States to strengthen the Entity, ensuring that the impact is augmented at the field level where it is needed the most. Raising awareness of the disparity between the resource base and the planned activities that will enable UN-Women to fulfil its mandate is also crucial if the strategic plan is to be fully implemented.

As UN-Women's Goodwill Ambassador Emma Watson said when she launched the HeForShe campaign, "if not now, when?"

Annex 1: UN-Women total contributions by year in USD millions



*Figures from 2009 and 2010 reflect core and non-core contributions to UN-Women's predecessor organizations

** Estimates for 2014 as of 15 December 2014 are at USD 163 million (approx.) for core and USD 130 million for non-core

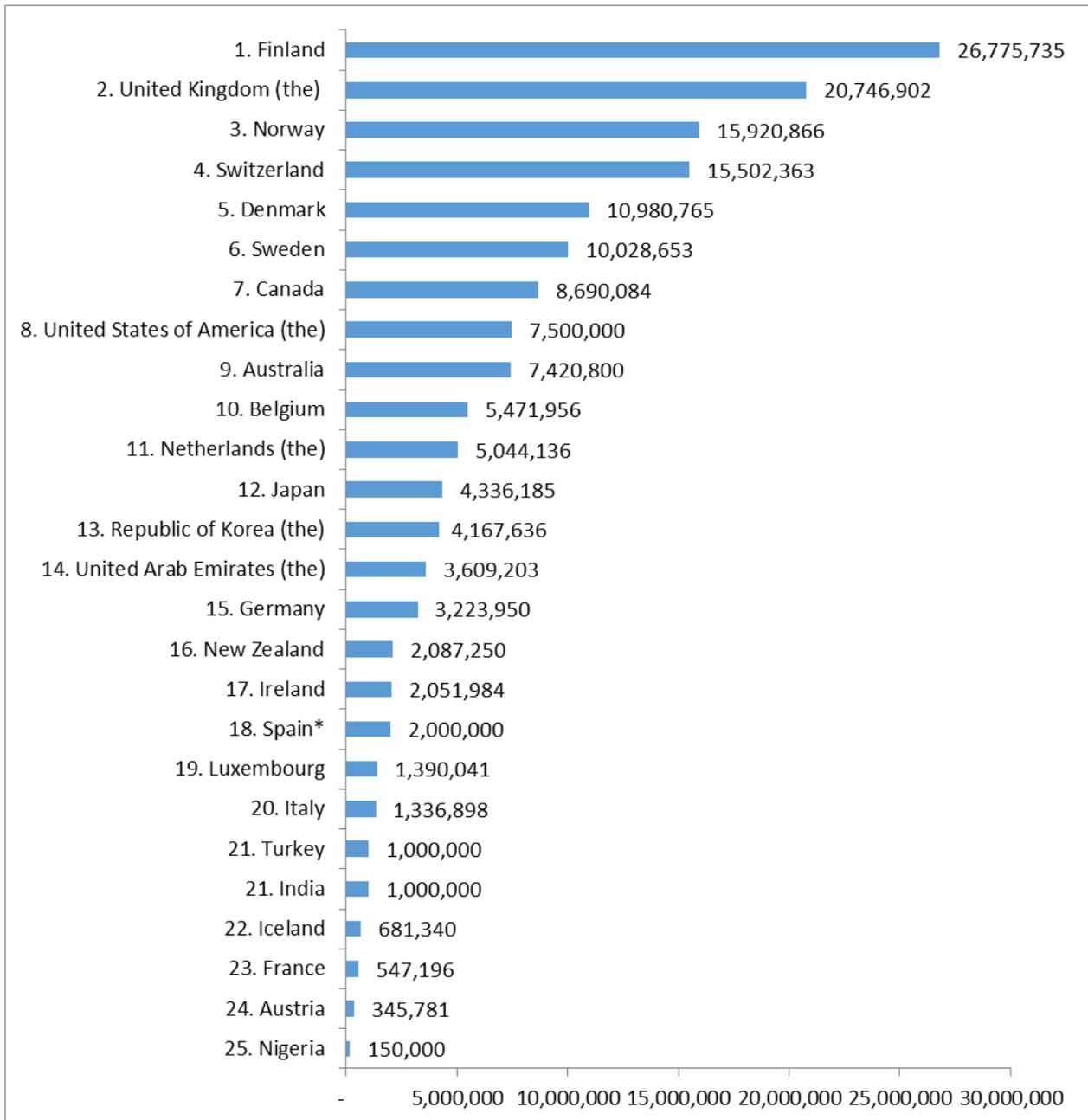
Annex 2- G20 Member contributions to UN-Women's core resources in 2013 and 2014

G20 Members	2013 Contribution to Core Resources	2014 Contribution to Core Resources
Argentina	30,000	30,000
Australia	7,988,000	7,420,800
Brazil	0	0
Canada	10,258,992	8,690,084
China	230,000	60,000
France	392,670	547,196
Germany	3,092,384	3,223,950
India	1,018,560	1,000,000
Indonesia	147,000	147,000
Italy	1,303,781	1,336,898
Japan	946,809	4,336,185
Mexico	61,956	94,665
Republic of Korea	3,906,893	4,167,636
Russia	0	0
Saudi Arabia	1,000,000	0
South Africa*	0	200,000
Turkey	1,000,000	1,000,000
United Kingdom	19,533,701	20,746,902
United States of America	7,145,000	7,500,000
Total	58,055,746	60,501,316

*In kind contribution for 2014

** USD 200,000 (approx.) received in non-core resources in 2014

Annex 3- 2014 Top 25 government donors (core) in USD as of 15 December 2014



**estimate, to be confirmed*