

UN Women Strategy for Public Partnerships & Resource Mobilization 2023-2025

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Acronyms and Abbreviations

DFI	Development Finance Institutions
EU	European Union
GEWE	Gender equality and women’s empowerment
HQ	Headquarters
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IFI	International Financial Institutions
IMF	International Monetary Fund
IRRF	Integrated Results and Resources Framework
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Cooperation and Development-Development Assistance Committee
OEE	Organizational Effectiveness and Efficiency
PPS	Public Sector Partnerships Section, UN Women
RM	Resource Mobilization
SDF	Structured Dialogue on Financing
SN	Strategic Notes
SP 2022-2025	Strategic Plan 2022-2025
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

Executive Summary

Partnerships are critical to amplify and accelerate impact. Over the last decade, UN Women-led multistakeholder partnerships have advanced collective results for gender equality. UN Women's ability to convene partners to jointly deliver for women and girls was underpinned by an overall positive funding situation, with revenue increasing by over 120 per cent since inception.

Revenue growth since 2011 has been fuelled by increases in other resources, with the ratio of earmarked, other resources funding as a share of total revenue reaching 71 per cent in 2022. Imbalances in the volume of regular to other resources affect UN Women's ability to effectively undertake its mandate, particularly its normative and coordination roles that rely heavily on the availability of regular resources. This Strategy reacts to the realities of the current funding environment wherein official development assistance is increasing in response to socioeconomic and humanitarian instability and complex global crises, yet most funding to the UN Development System and to UN Women is projected. To address this, UN Women will continue to work with public sector partners to rebalance the regular to other resources ratio and will also seek to increase the proportion of non-core that is flexible and predictable to support an earmarked funding base that better enables UN Women to be efficient, strategic, plan ahead and respond with agility to emerging priorities.

The goal of the Strategy is to strengthen partnerships and influence with governments, particularly select Organisation for Economic Co-operation and Development – Development Assistance Committee members and global public sector institutions to enhance their support for UN Women's vision and mandate, operationalized in the Strategic Plan 2022-2025, including through funding contributions. As such, the Strategy seeks to address UN Women's mandate-driven *funding* requirements and move the organization towards maximizing its influence through partnerships that advance feminist agendas and *financing* flows that support transformative gender equality and women's empowerment changes.

To meet the Strategic Plan 2022-2025 four-year indicative target of \$1.702 billion, and to guide staff working across 83 UN Women offices and country presences and the 13 National Committees that support UN Women's mission, the Strategy promotes coordinated priorities and strategic approaches to advocacy and communications, partnership development and management and fundraising with (i) governments, (ii) European Union institutions, (iii) United Nations Agencies, and (iv) International and Development Finance Institutions.

These four public sector partnership segments are critical policy partners in UN Women's work to uphold women's rights. The Strategy identifies key strategies for engagement, with key performance indicators per segment to track progress over the remaining period of the Strategic Plan and an annual monitoring plan to support review and improvements to the Strategy as required.

Public Partnerships & Resource Mobilization Strategy Vision

STRATEGY GOAL

aligns with Strategic Plan
OEE Output 2



Advancing Partnerships & Resourcing

OEE Output 2

Strengthen partnerships and influence with governments, particularly select OECD-DAC members and global public sector institutions to enhance their support for UN Women's mandate, operationalized in the Strategic Plan 2022-2025, including through funding contributions.

GUIDING PRINCIPLE

aligns with Strategic Plan
Principle 4

Influence others and ensure sustainable financing for gender equality

SP Principle 4



Leverage and influence for the mandate



Grow investments in the Strategic Plan

FUNDING PRIORITIES

aligns with Funding Compact on flexible and predictable funding



volume & ratio

Core



Flexible non-core



Multi-year commitments



Larger-scale commitments

I. Introduction

a) Vision and Context

The UN Women Strategy for Public Partnerships & Resource Mobilization 2023-2025 provides a framework to strengthen partnerships with the public sector to support mobilization of adequate levels of predictable and flexible funding, in line with the Secretary-General’s Funding Compact, to achieve the proposed results in the Strategic Plan 2022-2025. The Strategy reflects a common vision for partnerships and resource mobilization (RM) with public sector partnership segments over the Strategic Plan period to ensure that systematic and well-coordinated priorities and strategic approaches to **advocacy and communications**, **partnership development and management** and **fundraising** guide Regional and Country Offices, Headquarters (HQ) staff and National Committees¹.

The goal of the UN Women Strategy for Public Partnerships & Resource Mobilization 2023-2025 is to strengthen partnerships and influence with governments, particularly select Organisation for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) members and global public sector institutions to enhance their support for UN Women’s vision and mandate, operationalized in the Strategic Plan, including through funding contributions.

While this Strategy particularly targets select OECD-DAC countries based on historic funding trends, it recognizes that diverse middle-income countries – responsible for roughly one-third of global gross domestic product – are essential engines of global growth². Capacity to advocate with and leverage partnerships and financial and in-kind resources from non-DAC countries³ will support a broader funding base, commitment to gender equality and women’s empowerment (GEWE) and strengthened relationships that ensure national ownership and South-South and triangular cooperation.

STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the fulfillment of their human rights.



Over a decade into its establishment, UN Women is positioned at the heart of the UN system, driven by increasing demand for its expertise and in-line with and supported by UN Reform. The Generation Equality initiative, with its focus on networked multilateralism and accelerated action for partnership, solidarity and implementation helped place UN Women at the centre of the global architecture on gender equality, which is critical at a time when progress on gender equality is failing to consistently advance and has begun to reverse in some parts of the world⁴. A growing backlash against women’s rights is threatening even well-established freedoms and protections, and data on

Sustainable Development Goal 5 on Gender Equality predicts that it could take up to 286 years based on the current rate of change to close the gaps in legal protections and remove discriminatory laws⁵. Without heightened commitment from the global community, gender equality will remain an unrealized goal.

In an increasingly challenging funding environment, several donors traditionally committed to regular resources (core) are increasingly leaning towards earmarking and flexible other resources (non-core) where output and impact can more easily be directly demonstrated, linked to their funding, and presented to their stakeholders. An imbalance in the ratio of core to non-core impacts UN Women's ability to deliver its tripartite mandate, including because of the organization's dependence on core resources to conduct its coordination and normative support functions. UN Women will address this by: (i) ensuring core resources do not subsidize the non-core portfolio⁶; (2) mobilizing more flexible non-core for functions that hitherto were covered by core resources; and (3) aiming to secure a greater proportion of non-core as flexible non-core resources, including through increasing funding earmarked to Strategic Notes (SN). While points (i) and (ii) above fall outside the direct responsibility of the Strategic Partnerships Division and the Public Sector Partnerships Section (PPS) will work closely with public partners to secure a greater volume of non-core as flexible non-core.

UN Women has a dual partnership function. It mobilizes and manages partnerships and resources to finance the full implementation of its Strategic Plan as a primary priority. It also convenes partnerships and influences resource flows in support of the wider gender equality and women's empowerment mandate as a second priority. The engagement of the International Financial Institutions (IFIs), and other development finance institutions (DFIs) including multilateral and regional development banks is key to the latter. The aim is to influence the extensive funding flows from IFIs and DFIs by ensuring gender lens investment. Generation Equality is an example of UN Women convening multistakeholder partners to drive investment in gender equality across a series of action areas derived from the Beijing Platform for Action +25 country reporting exercise.

The UN Women Strategy for Public Partnership & Resource Mobilization 2023-2025 aligns with other organizational guiding strategies and plans and will be implemented alongside the complementary *Private Sector Engagement Strategy*. This sets out the plan for UN Women to develop and build partnership and funding from private sector partners including businesses, foundations, philanthropy, and individual givers. Partnerships and resourcing from the **public and private sector** are required to enable UN Women to meet global challenges and ensure that women and girls are not left behind on the path to the 2030 Agenda.

b) UN Women 2.0: positioning at the heart of the UN system and pivoting to the field

The evolving global landscape in which UN Women is operationalizing the new Strategic Plan 2022-2025 offers opportunities and challenges. Emerging global challenges are shaping resource needs and resource availability. The Secretary-General has warned that we face the greatest 'cascade of crises' in generations⁷. At the same time, global cooperation and solidarity are declining and this is being felt in global organizations and processes including the United Nations and G-20⁸. Rising inequalities, economic exclusion and destabilizing events are driving regression.

The Executive Director's vision for UN Women 2.0 is driving change for women and girls, leveraging the organization's mandate, and building on specialized data and evidence to find new solutions to longstanding challenges. Using levers like Generation Equality to accelerate progress, UN Women will prioritize support to women's organizations; address the climate change-poverty nexus; respond to the changing humanitarian-development-peace nexus; drive research and evidence-based policy thinking on gender equality; influence others to do more for gender equality; enhance coordination; and pivot to the field to strengthen the two-way flow of knowledge and resources. UN Women needs to be funded for purpose as we continue efforts to make good on the promise of the 2030 Agenda, [Our Common Agenda](#) and the vision of Generation Equality.

Flexible and predictable funding from resource partners are key investment priorities, especially **core resources**, **multi-year** and **larger-scale commitments**, and funds channelled through **joint programmes, including for**

gender-responsive humanitarian action, and via preferred corporate instruments like **SN** and the **Signature Initiatives**⁹.

SNs are the primary corporate instrument that aligns a country programme approach to national development priorities and the UN Sustainable Development Cooperation Framework to promote UN system-wide coherence. They are the UN Women equivalent to Country Programme Documents of UN Women sister entities. Direct funding from donors to SNs *is earmarked and is received as non-core*. However, such funding reduces transaction costs related to programme development and management, particularly when contributions are multiyear. At the country level such funds are a proxy for core resources, allowing for more strategic allocation of resources to reach transformative results.

Visibility and **transparency** on results achieved with core resources will be a key determinant of UN Women's ability to secure those resources. This requires UN Women strengthen and leverage its visibility, influence, engagement, and partnerships. A consolidated approach to align results reporting, the Transparency Portal, and partnership engagement and visibility will take centre stage in 2023 and beyond, with the aim to provide comprehensive analytical reports demonstrating results of core resources across the four impact areas of the Strategic Plan. The Strategy aims to capitalize on UN Women's role as an expert in the field, a convener and coordinator, and a catalyst for change, working to expand the Entity's influence with select partners towards feminist-oriented development decision-making, policies, and practices, including on financing.

c) Financing environment

The World Bank is predicting a global recession in 2023¹⁰ and the International Monetary Fund (IMF) has warned that the 'worst is yet to come' for the world's economy¹¹ as global polycrises interact, trigger, and exacerbate negative impacts around the world¹². These multiple, interconnected crises are shaping the current development and humanitarian financing environment, leading Official Development Assistance (ODA) from OECD-DAC countries to reach an all-time high of \$204 billion in 2022, up 4.6 per cent in real terms over 2021, excluding spending on refugee processing and hosting¹³. Yet, ODA is under pressure, with financial contributions becoming increasingly bilateral, reallocated by sector and with a preference for loans over grants and humanitarian over development interventions,¹⁴ while funding for gender equality as the primary objective has stalled at just 5 per cent of total ODA¹⁵. Within ODA spending trends, Member State funding to the UN Development System has been marked by a decline in core resources, a lack of predictability, and a rising share of tightly earmarked funds for specific activities^{16,17}. The 2019 adoption of the Funding Compact¹⁸ intended to redress this trend, but some four-years into its implementation this has yet to be realized^{19, 20, 21}.

Between 2020 and 2022, core resources to UN Women as a share of voluntary funding from all sources hovered at, or just below, the Funding Compact 30 per cent threshold. But two of three aspects of UN Women's mandate, its normative support and UN system coordination functions are specifically dependent on core resources. While the 30 per cent threshold may represent a sufficient ratio for many UN Development System agencies, funds, programmes and organizations, UN Women's position, as presented in [2021](#) and [2022](#) official reports on the [Structured Dialogue on Financing](#) (SDF), is that entity-specific, mandate-driven functions²² should influence partner funding practices, and that minimum of a 40 per cent and ideally a 50 per cent share of core to non-core resources is necessary for UN Women's financing to be compatible with its mandate.

While ODA is expected to continue to be the main source of revenue for UN Women, with important potential to raise income from traditional partners such as OECD-DAC countries, the European Union (EU) and through pooled funding mechanisms, the Strategy aims to capitalize on UN Women's role as a **catalyst for change**. The organization will work to expand financing for gender equality for its own purposes and at the same time encourage investments for others to deliver on the gender equality mandate. Key elements will include growing partnerships with IFIs and DFIs to influence resource flows; and encouraging sustainable financing instruments for gender equality. UN Women's stewardship of Generation Equality is an integral component of efforts to influence commitments, partnerships, and resources for gender equality, including the potential to support funding for UN Women. UN Women's membership of the Inter-Agency Standing Committee (IASC) as of October 2022 will underpin the Entity's ability to advance gender equality and women's empowerment in humanitarian settings in line

with its [humanitarian strategy](#). It brings the opportunity to scale up gender-focused and responsive action in the humanitarian space, in partnership with others, including through engagement in the Humanitarian Clusters and in the Humanitarian Country Teams, backed by access to new humanitarian funding streams.

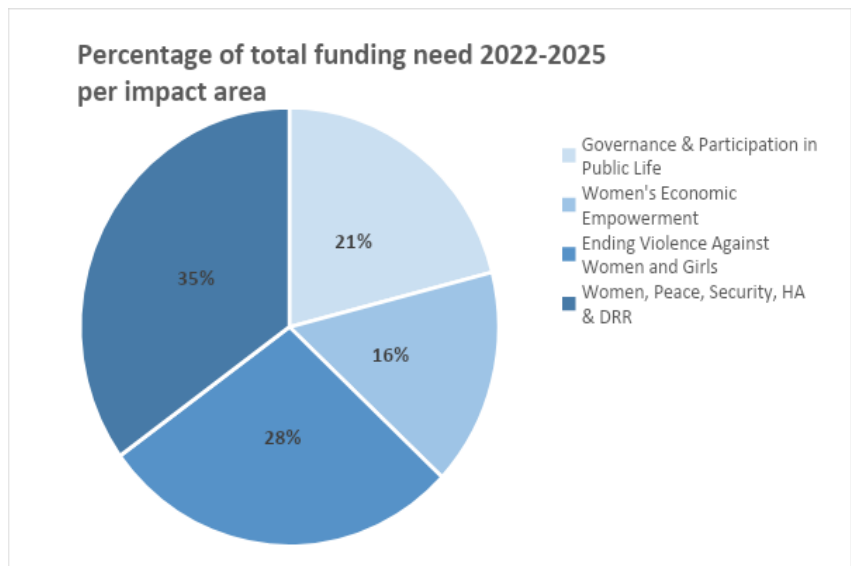
In 2022 UN Women recorded total revenue of \$545.4 million, down 2 per cent from \$556.4 million in 2021, mainly due to an 8 per cent decline in core resources to \$151.5 million from 165.1 million in 2021 because of currency fluctuations. The decline in revenue between 2021 and 2022 followed a period of growth in total revenue between 2020 and 2021 of 1 per cent following a 7 per cent increase between 2019 and 2020 and a 30 per cent increase between 2018 and 2019. While the specific scenario for development financing in 2022 and beyond is difficult to predict, gender equality and women’s empowerment priorities will surely be central to inclusive global recovery that leaves no one behind.

II. Strategic Plan 2022-2025 Partnership & Resource Mobilization Targets

The Strategic Plan 2022-2025 four-year target budget set out in the Integrated Results and Resources Framework (IRRF) is **\$1.702 billion**.

a) IRRF goals to support the Strategic Plan 2022-2025

Impact 1 governance & participation in public life	\$351.04 million
Impact 2 women’s economic empowerment	\$280.83 million
Impact 3 ending violence against women and girls	\$473.90 million
Impact 4 women, peace and security, humanitarian action & disaster risk reduction	\$596.76 million

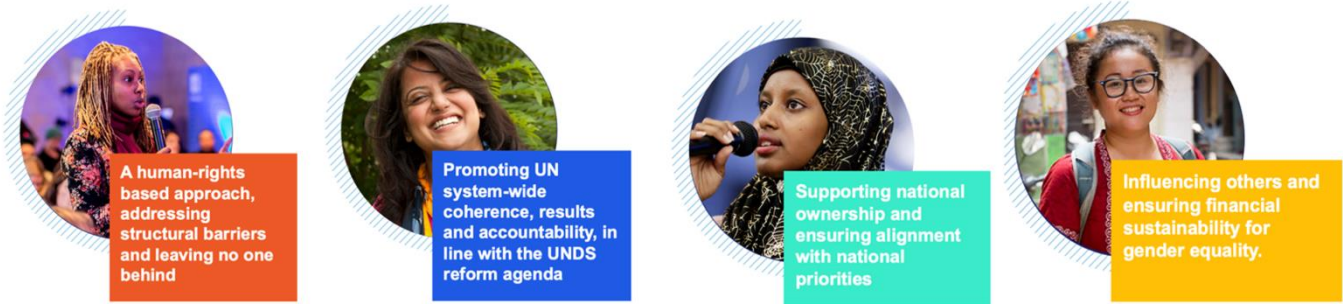


Source: UN Women Strategic Plan IRRF 2022-2025

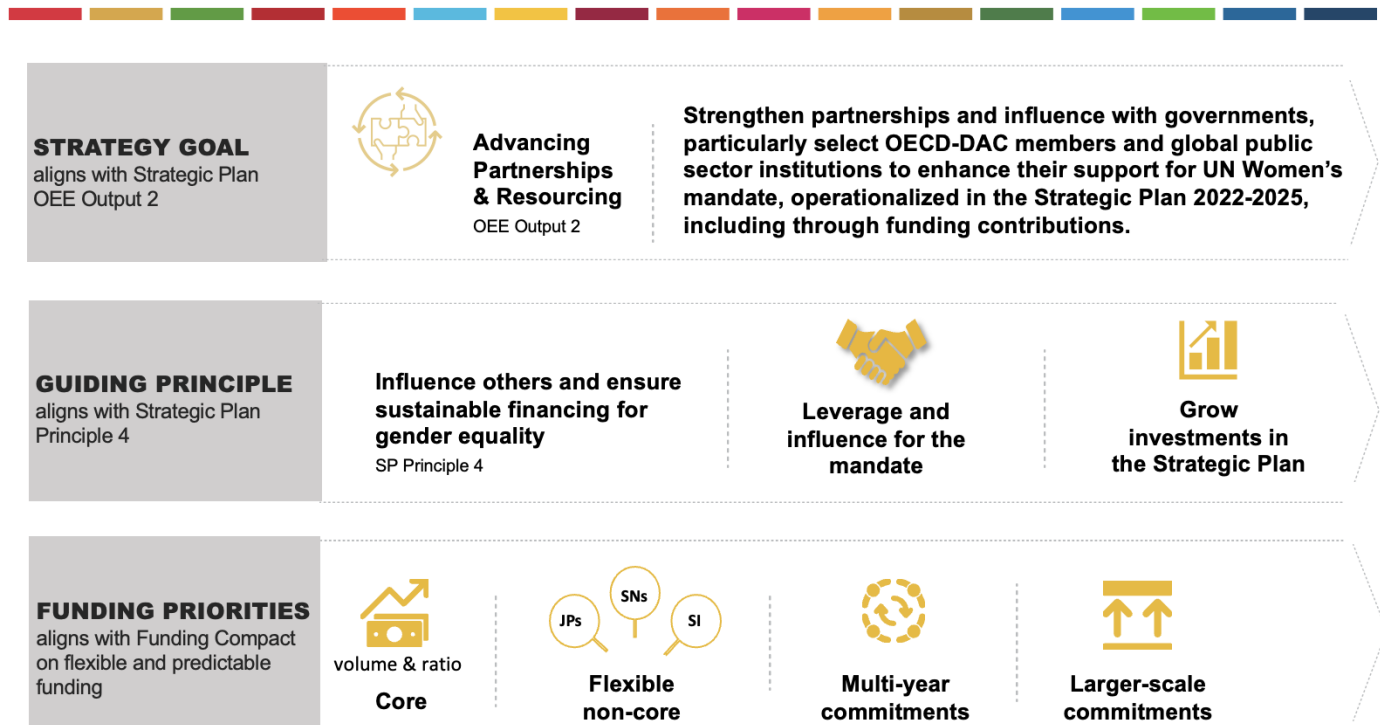
This four-year estimate will be refined over the course of the Strategic Plan period. The two-year integrated budget estimates for the 2022-2023 period propose a **zero-growth core target** of \$200 million per year and a **5 per cent non-core growth target** of \$300 million per year compared to the previous biennium period of 2020-2021. UN Women’s target is to raise a total of \$500 million in contribution revenue per year in 2022 and 2023 from public and private sector donor segments to contribute to four key impact areas set out in the Strategic Plan. The IRRF includes Organizational Effectiveness and Efficiency (OEE) result outputs, with a partnership-based indicator on establishing partnerships that support UN Women’s mission, including on resourcing for Generation Equality (financial and non-financial), convening, and influencing and/or sharing knowledge (O 2.4).

b) Guiding principles of influencing others and ensuring sustainable financing

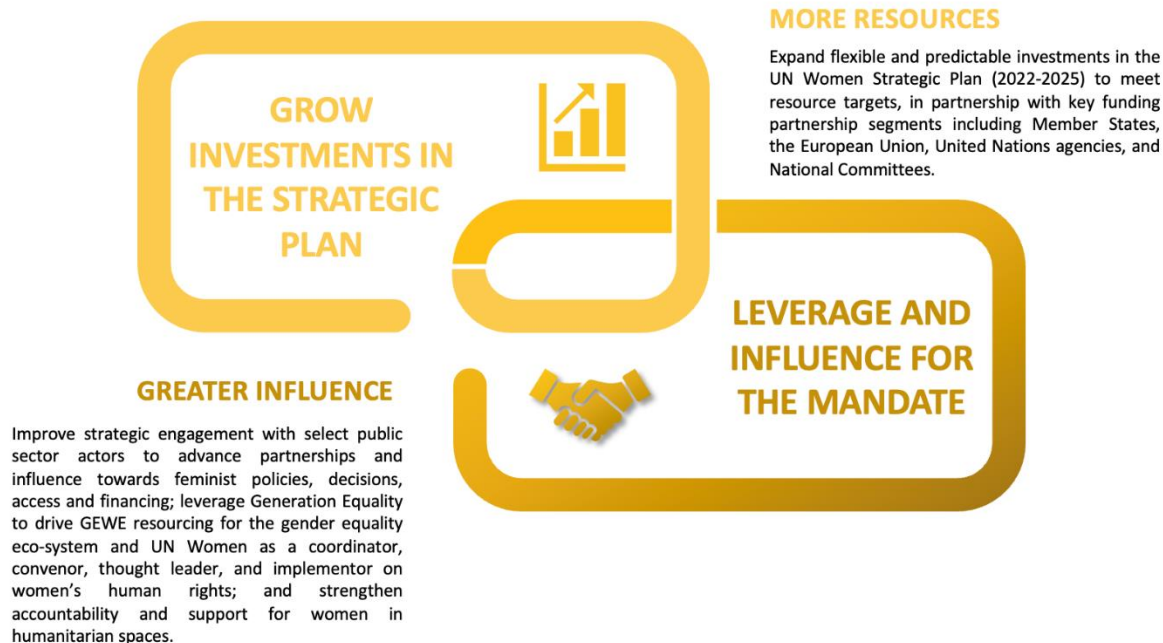
Four guiding principles underpin UN Women’s work throughout the Strategic Plan period and will support UN Women to deliver change for women and girls. The guiding principle to influence others and ensure sustainable financing for gender equality emphasizes UN Women’s central role as the leading champion of gender equality and women’s empowerment and its organizational capacities to mobilize and convene broad ranging partnerships.



The Strategy aligns with: (i) Strategic Plan OEE Output 2 on advancing partnerships and resourcing; (ii) Strategic Plan principle 4 on influencing others to ensure sustainable financing for gender equality; and (iii) Funding Compact priorities on flexible and predictable resources.



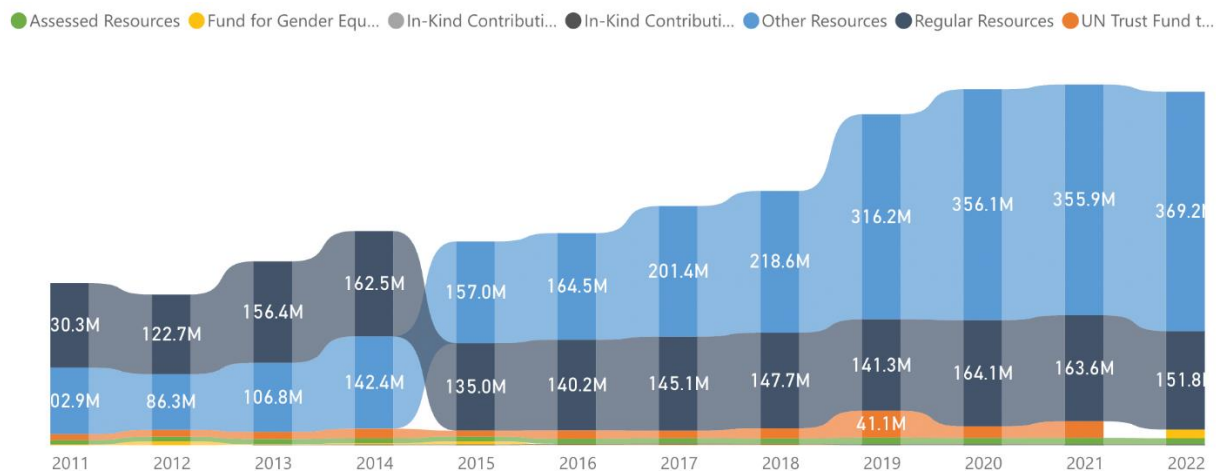
It is built on two interconnected pillars that seek to address UN Women’s mandate-driven **funding**²³ requirements and move the organization towards maximizing its influence through partnerships that advance feminist agendas, including shifting **financing**²⁴ in order that financial flows support transformative GEWE changes. These pillars reflect the virtuous relationship between UN Women’s influence with key actors through effective partnership and resource management that amplifies commitment for UN Women’s GEWE vision, and future funding decisions.



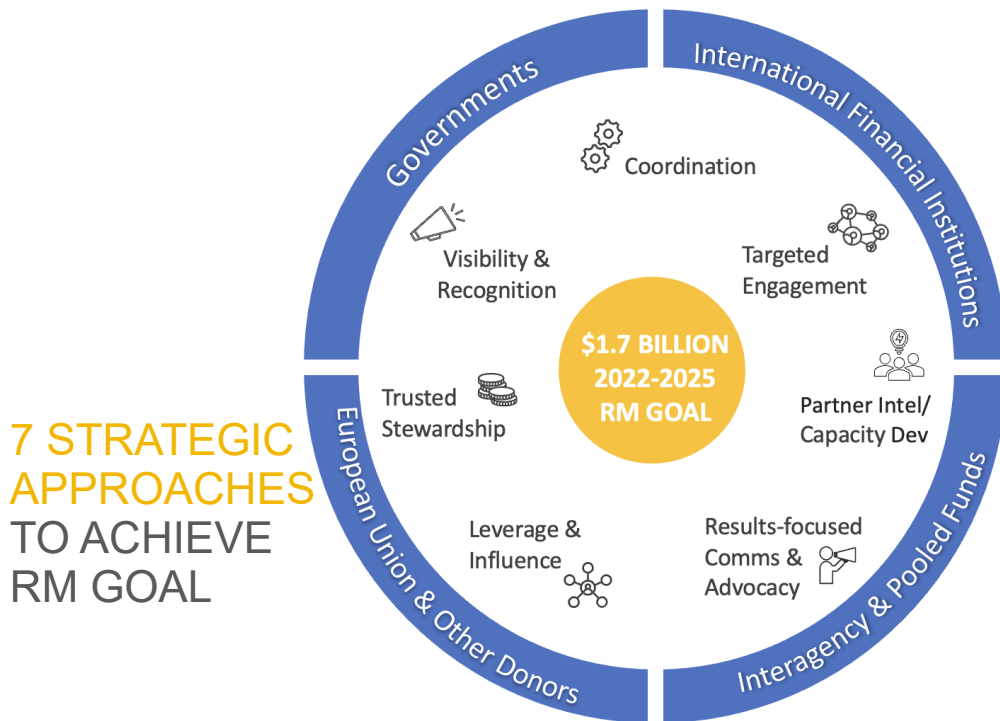
III. Strategic Approaches to Influencing the Public Sector

UN Women priority public sector partnerships and RM relationships are segmented as follows: **governments**, **EU institutions**²⁵, **UN interagency and pooled funds**, and **IFIs/DFIs**. The public sector are critical policy partners in UN Women's work to uphold women's human rights and are the organization's most significant and reliable funding partners. The share of funding from the public sector as a proportion of overall revenue has consistently remained at over 90 per cent since UN Women's establishment.

Total Contribution Revenue 2011 – 2022



UN Women’s total contribution revenue has increased by over 120 per cent since inception; during that same period, the ratio of core to non-core shifted from a 41/59 per cent core to non-core split to a 29/71 per cent split, which is slightly below the Funding Compact target of 30/70. Given UN Women’s normative and coordination mandate, a 40/60 core to non-core ratio is considered a minimum. While UN Women will continue to work with public sector partners to rebalance the ratio, considering current development financing practices demonstrating a downward turn in core resources, an important focus of the Strategy is to increase the proportion of non-core that is softly earmarked, such as through direct funding of SN, and Strategic Partnership Framework arrangements such as the SIDA funded long-term flexible support to Women Peace and Security/Humanitarian Action and Women’s Political Leadership.

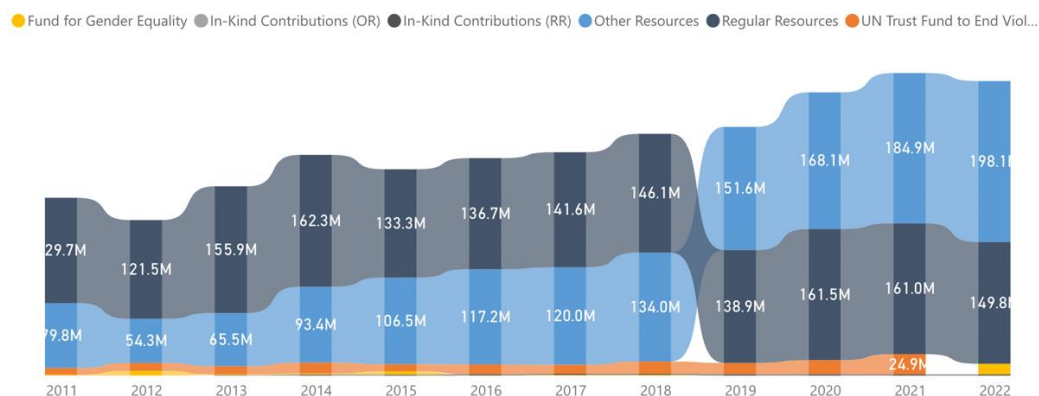


Key strategies per partnership segment have been identified to advance partnerships and core and non-core resourcing. These include, for example, strengthening donor and results-reporting; engaging donors in programme activities and communicating results through impact stories and first-person narratives²⁶; and improving programme ‘quality at entry’, as well as the strengthening of narratives, advocacy, and evidence on the value of corporate flexible funding instruments such as SN, Strategic Partnership Frameworks, and Signature Initiatives. It addresses the opportunity to scale up gender-focused and responsive action in the humanitarian space, in partnership, backed by access to new humanitarian non-core funding streams. UN Women will focus on maximizing flexible and predictable non-core income as the second highest quality of funding next to core. Increasing the proportion of flexible and predictable non-core, including interagency pooled funds, will allow UN Women to deliver more results for women and girls, including in crisis situations. This will enable efficiency gains, reduce transaction costs, support programming at-scale, and facilitate longer-term strategic planning through multi-year commitments.

The key strategies identified per partnership segment represent priority focus areas for Regional and Country Offices and relevant HQ Units during the Strategic Plan period, some of which UN Women is already investing in and can be adopted in additional regional and country contexts, as well as emerging and new areas of work. The key strategies are mapped against seven strategic approach areas that support strengthened partnerships, influence, and RM. As a living document, UN Women will continue to discuss approaches with partners for feedback and improvement.

a) Governments

Total Government Contribution Revenue 2011 – 2022



Since its establishment, UN Women has relied heavily on government sources to generate core resources. Government partners who are committed to making gender equality and women’s empowerment a global priority, were responsible for 98 per cent of UN Women’s core funding between 2011 and 2022. UN Women’s dependence on top OECD-DAC donors is not unusually high compared to sister agencies²⁷ and advocacy with and leveraging of partnerships and financial and in-kind resources, including sustainable programming through government cost-sharing, from non-DAC countries, including Gulf Cooperation Countries, and Asian and Latin American resource partners will support a broadened funding base.

Given development financing trends, an over reliance on Member States for core funding will be mitigated by strategies to increase core funding from private sources,²⁸ with the most promising option being individual giving. However, this work is nascent and will require time and significant investments to contribute meaningfully to UN Women’s core resource requirements²⁹. Given this, Member States are expected to continue to provide most of the critical core resources required to implement the current Strategic Plan. While UN Women receives non-core resources from a diverse range of partners, governments are the largest contributors. Non-core revenue has increased by 265 per cent since UN Women’s inception in 2011, reflecting the organization’s proven capacity to manage grants and deliver results in support of national GEWE priorities. In line with the Funding Compact, UN Women has been working with Member States to increase the volume of non-core funding channelled with greater flexibility and predictability.

Strategic Approaches

Key Strategies



Visibility & Recognition

- Improve recognition and visibility for core contributions (indicative actions: analytical reports indicating ‘the Dollar Journey’ that demonstrate the impact of core resources across impact areas of the Strategic Plan; Partner Recognition Week campaigns; Executive Director and high-level visits; results and institutional reporting, visibility events, linked to National Committees where possible; ensure top 15 core-donors are regularly invited and involved in country and regional office planning and events; prioritize donor requests for meetings; identify buy-in and partnership building opportunities with emerging donors; use communications section public information stories; explore strategic media partnerships³⁰).



Targeted Engagement

- Meaningful and tailored partner engagement, including with non-DAC and emerging donors/Gulf Cooperation Countries for long-term investment and government cost-sharing, particularly on funding SNs (indicative actions: Develop specific partner engagement strategies; Partner Focal Point/Liaison Office/RM Focal point bespoke management of high-value partnerships; use UN Women data and evidence to

produce specific language on urgent the need for GEWE investment, such as: GEWE investment strengthens GDP).

- Identify platforms for collaboration with top partners linked to a priority issue/high-level event and engage on resources for results (indicative actions: Hold annual informal and formal SDFs; annual Donor Roundtables with the top 25 funding partners; partner consultations on specific issues; bilateral partner meetings; Executive Board meetings).
- Develop agreements with key government partners for multi-year core contributions and to promote specific thematic priorities tied to resource commitments (indicative actions: establish a Strategic Partnership Framework on Coordination).
- Demonstrate to government partners UN Women’s ability to add-value to the IASC’s humanitarian response.



- Demonstrate value for money through greater efficiency, effectiveness, accountability, and transparency (indicative actions: International Aid Transparency Initiative reporting; inclusion of OEE results in the transparency portal; quality donor and annual reporting; unqualified audits).



- Demonstrate UN Women’s ability to deliver results for women and girls in partnership, and report on resources for results (indicative actions: use assets on programme results produced by the Communications Unit; human impact stories; special reports on regular resources and financial contributions; Annual Reports; quality donor reports; knowledge assets³¹).
- Strengthen narratives, advocacy, and evidence, in line with the Funding Compact, on the value of corporate flexible funding instruments and returns on investment, in particular SN/Signature Initiatives that support efficiency gains, programming at-scale and improved predictability through multi-year commitments.
- Communicate the impact of donor conditionality and short-term, small-scale programming on effectiveness and efficiency.
- Advocate and support the capacity of DAC and non-DAC Member States to unlock resources for GEWE.



- Strengthen capacities to articulate the importance of core and flexible funding (indicative actions: Prepare guidance for country, regional and relevant HQ units on pitching and messaging on core and flexible funding (SNs/Signature Initiatives) to support engagement with local embassies/funding partner counterparts; Map/link Generation Equality commitments of Governments to SN priority programmes; Establish an SN working group to brainstorm on marketing SNs).
- Raise visibility and awareness of existing partner intelligence materials and interactive platforms and increase use of these resources while promoting closer collaboration and information sharing among country, regional and HQ levels (indicative actions: Learning Café; regional dialogues; Public Partnerships Section Assets and Tools primer)
- Manage and share knowledge and resources in support of partnership building and RM (indicative actions: RM focal point network, the RM Community of Practice)

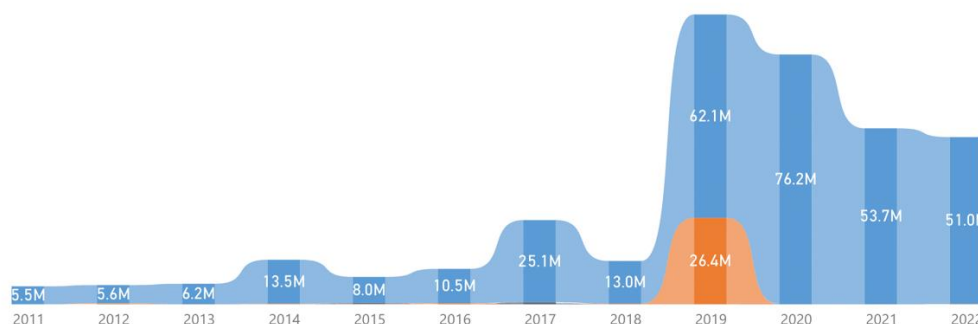
Key Performance Indicators

- Funding from public partners (OEE 2.1)
- RR from government partners as ratio of total funds received (SDF)
- # of government contributors to core (SDF)
- Proportion of core received through multiyear commitments (SDF)
- SDF with the Executive Board held annually (QBR 23)
- % of non-core funding directly applied to SNs (OEE 5.1)
- IATI publishing statistics score (QCPR) (OEE 1.3)

b) European Union Institutions

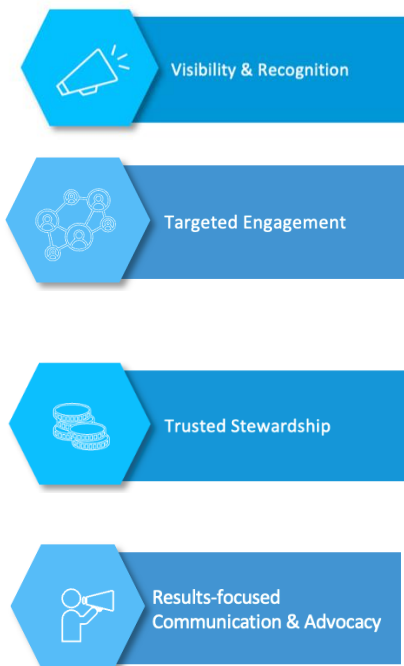
Total EU Institutions/Other Donor Contribution Revenue 2011 – 2022³²

● Fund for Gender Equality ● In-Kind Contributions (RR) ● Other Resources ● Regular Resources ● UN Trust Fund to End Violence Against Women



In recent years, particularly with the launch of the Spotlight Initiative to end violence against women, the European Commission has become an important source of non-core funding for UN Women’s gender equality programming, with contributions growing from roughly \$5 million in 2011 to over \$50 million in 2022, though total funding from EU Institutions is expected to decline in the coming Strategic Plan period as funding for Spotlight comes to an end.

Strategic Approaches



Key Strategies

- Improved application of EU institutions communication and visibility requirements (indicative actions: on demand guidance to country, regional and HQ units on EU institution requirements³³)
- Meaningful and tailored partner engagement, such as with the European Humanitarian Forum, leveraging UN Women’s membership in the IASC (indicative actions: Develop specific partner engagement strategies; Partner Focal Point/Liaison Office/RM Focal point bespoke management of high-value partnerships).
- Strengthen humanitarian partnerships with the EU institutions.
- Demonstrate value for money through greater efficiency, effectiveness, accountability, and transparency (indicative actions: International Aid Transparency Initiative reporting; inclusion of OEE results in the transparency portal; quality donor and annual reporting³⁴; unqualified audits).
- Advocate and support EU institutions to unlock and invest resources for GEWE
- Demonstrate and communicate UN Women’s ability to deliver results for women and girls in partnership (indicative actions: knowledge assets and platforms)



Partner Intelligence / Capacity Development

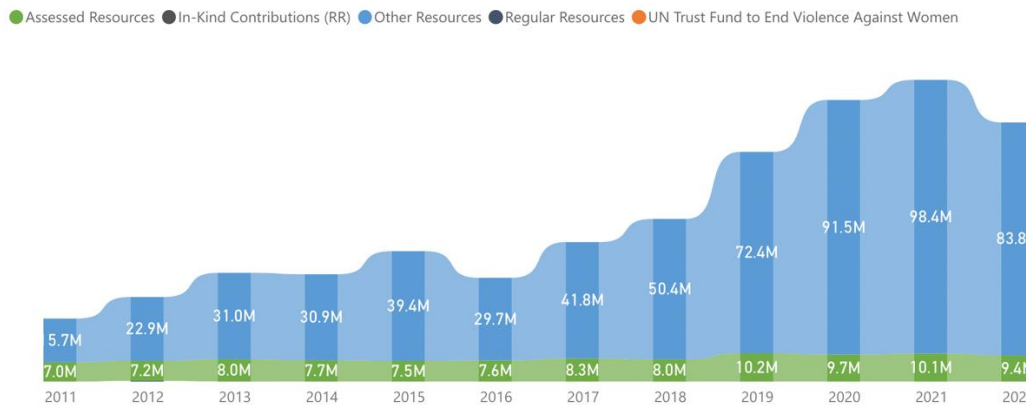
- Support capacity development of UN Women recipients of EU funding through training and access to resources (indicative actions: on demand guidance to country, regional and HQ units; standardized Partner Intelligence, Visibility and Analysis Team Learning Café)
- Manage and share knowledge and resources in support of partnership building and RM (indicative actions: via the RM focal point network, the RM Community of Practice)

Key Performance Indicators

- Funding from public partners (OEE 2.1)
- % of non-core funding directly applied to SNs (OEE 5.1)
- IATI publishing statistics score (QCPR) (OEE 1.3)

c) UN Inter-Agency and Pooled Funds

Total UN Agency Contribution Revenue, including assessed resources 2011 – 2022



Pooled financing mechanisms, including joint programmes, are an increasingly important source of non-core funding for UN Women, including through the Multi-Partner Trust Fund Office and the Peacebuilding Fund,³⁵ with gender equality a predominant focus area of UN joint programmes. Revenue from UN agencies grew by 300 per cent over five years, from \$29.7 million in 2016 to \$119.8 million in 2020. UN Women exceeded the Strategic Plan 2021 milestone (25 per cent) with 31 per cent of programme expenditure on joint programmes, up from 14 per cent in 2019. The increase in revenue received through inter-agency arrangements is a result of increased engagement in and development of joint programmes, as well as UN-Women’s thought leadership and role in UN system coordination. UN Women’s membership in the IASC means that UN women will be at the table in the Humanitarian Clusters and when humanitarian response plans are developed, which will strengthen: (i) accountability to gender commitments in UN-led humanitarian and refugee responses; and (ii) protection and livelihood support to crisis affected women and girls.

Strategic Approaches



Targeted Engagement

Key Strategies

- Strengthen and expand partnerships with UN Agencies for shared outcomes (indicative actions: engage in joint programme development and actively market to donors; engage in UNCT mechanisms; participate in joint programming in humanitarian response with the Office for Coordination of Humanitarian Affairs/IASC, Secretariat/GenCap, UNFPA, UNHCR).



Results-focused
Communication & Advocacy

- Communicate Signature Initiatives ‘menu of services’ and SN to generate interest and investment in shared GEWE results and build awareness of UN Women programming (indicative actions: Map joint programming to existing SN priority programmes; Establish an SN working group to brainstorm on marketing SNs; develop Strategic Initiatives marketing materials)
- Clearly demonstrate and communicate UN Women’s added value in humanitarian response to access humanitarian response appeals and funding.
- Highlight results of joint programming to provide visibility, partner recognition and to advocate for increased partnerships/strengthened collaboration (indicative actions: document, disseminate and promote lessons learned and best practices on achieving gender equality results in pooled financing mechanisms).



Partner Intelligence /
Capacity Development

- Build capacity of at country, regional and HQ level to access pooled funds (indicative activities: capacities to write and submit proposals).



Coordination

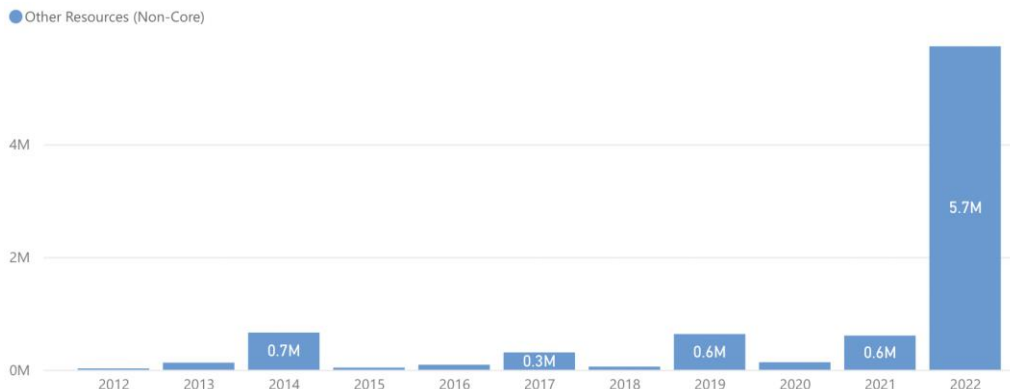
- Strengthen inter-agency leadership, coordination, policy support and participation in mechanisms/processes at country, regional and HQ levels (indicative actions: support application of gender marker financial targets and UN Women’s mandated role in gender assessments, UN Sustainable Development Cooperation Frameworks, joint results groups, Inter-Agency Network on Women and Gender Equality, Gender in Humanitarian Action working groups)

Key Performance Indicator

- Contributions received through pooled and thematic mechanisms (OEE 2.2)
- % of non-core funding directly applied to SNs (OEE 5.1)

d) International Financial Institutions and Development Finance Institutions³⁶

Total IFI/DFI Contribution Revenue 2011-2022



UN Women is working to advance gender equality in major financing decision making spaces, translating common commitments to joint action at the global, regional and country level. While this includes generating increased financial contributions to UN Women to strengthen its financial sustainability, the primary objective is partnership development in support of gender equality agendas. This partnership approach, including investing in dedicated partnership capacity, is proving to be successful for other UN entities. Over the past two years, UN Women has undertaken strategic engagement with IFIs and DFIs that have led to concrete collaboration through Memorandums of Understanding (MOUs) at the global and country levels.

Strategic Approaches

Key Strategies



Targeted Engagement

- Convene multilateral and regional development banks and ministers of finance, gender, and development cooperation to promote a gender lens in fiscal policies and introduce innovative financing instruments (indicative actions: co-host roundtables and events at major conferences on development finance, such as the COP, Finance in Common Summit of Public Development Banks).
- Engage IFIs/DFIs to build strategic partnerships (indicative actions: establish MOUs and/or partnership arrangements with robust implementation and monitoring frameworks at global and country level that promote financial partnerships, including innovative financing mechanisms on GEWE; explore inter-agency partnerships, such as with UNCDF, in relation to work with IFIs/DFIs).



Leverage & Influence

- Steward GEWE commitments (indicative actions: guide, monitor and influence the World Bank’s unprecedented pledge to invest \$10 billion over the 2021-2026 period in programmes to address gender inequality, particularly in 12 sub-Saharan African countries announced at the Generation Equality Forum)
- Influence the approach, financing and programming of IFIs (indicative actions: partner with the World Bank on the care economy, data collection on global estimates of poverty by sex; co-author the [IMF Special Series on Covid-19 and Gender Equality](#) with the IMF and UNDP; provide technical expertise and consultations on the forthcoming IMF Gender Equality Strategy and World Bank Group Gender Equality Strategy).
- Leverage UN Women’s networks of gender machinery and feminist change makers to influence IFI and DFI investment plans, strategies, standards, and regulations.



Partner Intelligence / Capacity Development

- Provide guidance to develop the capacities of regional and country offices to engage with IFIs/DFIs.
- Map/link Generation Equality commitments from IFIs/DFIs to existing FPI and SN priority programmes.
- Manage and share knowledge and resources in support of partnership building and RM (i.e., via the RM focal point network, the RM Community of Practice)

Key Performance Indicators

- # of innovative financing instruments introduced that include GE objectives (DRF 2.4)
- # of tools introduced that support innovative financing & accountability, including related to digital financing for GE (DFR 2.d)
- Funding from public partners (OEE 2.1)

IV. Results Monitoring & Risk Management

a) Results framework

The Results Monitoring Framework identifies outcome areas that support the two pillars of the Strategy on leveraging and influencing for UN Women’s GEWE mandate and growing resources to support the full implementation of the Strategic Plan. The Results Framework includes key performance indicators, priority activity areas and indicative actions that are illustrative of the types of initiatives that UN Women can invest in over the remaining period of the Strategic Plan to contribute to outcome level results.

The Strategy is a living document and may be amended or refined as needed; the selected key performance indicators include both established corporate indicators used in annual reporting processes as well as new indicators (in blue) for which manual data collection is required, which will be piloted for the period 2023-2025 and reviewed in 2025.

GOAL				
Strengthen partnerships and influence with governments, particularly select OECD-DAC members and global public sector institutions to enhance their support for UN Women’s vision and mandate, operationalized in the Strategic Plan, including through funding contributions.				
PILLAR 1		PILLAR 2		
Leverage and influence for the mandate		Grow investments in the Strategic Plan		
OUTCOMES				
Strengthened and expanded partnerships support UN Women’s gender equality and women’s empowerment mandate	Effective leveraging of UN Women’s expertise, convening and coordination role and actor as a catalyst for change increases financing for gender equality	Strengthened engagement with donors underpins adequate funding of UN Women’s Strategic Plan	Strategic multi-year partnerships with donors of high-quality, at-scale programming deliver results in line with the Strategic Plan	High-impact results delivered transparently, efficiently, and effectively increase the proportion of flexible non-core
KEY PERFORMANCE INDICATORS ³⁷				
<p># of partnerships to support UN Women’s mission focused on influencing and knowledge sharing with the public sector (derived from OEE 2.4) targets: 2023 establish baseline, 2024, 2025 tbd</p> <p>Amount of financing for GEWE that UN Women contributed to mobilize (derived from OEE 2.4) targets: 2023 establish baseline, 2024, 2025 tbd</p>	<p># of innovate financing instruments introduced that include GE objectives (DRF 2.4) targets: 2023: 99, 2024: 109, 2025: 120</p> <p># of tools introduced that support innovative financing & accountability, including related to digital financing for GE (DRF 2.d) targets: 2023: 72, 2024: 91, 2025: 110</p>	<p>Funding from (a) public partners (OEE 2.1) targets: 2023: 545M, 2024: 560M, 2025: 600M</p> <p>RR from government partners as a ratio of total funds (SDF) targets: 2023: 40%, 2024: 38.8%, 2025: 38.8%</p> <p># of government contributors to core (SDF) targets: 2023: 78, 2024: 80, 2025: 82</p> <p>Structured dialogue on financing with the ExB held annually (QBR 23) targets: 2023: yes, 2024: yes, 2025: yes</p>	<p>Proportion of RR received through multiyear agreements (SDF) targets: 2023: 41%, 2024: 42%, 2025: 43%</p> <p>Increase in average size of RR commitments and OR cost-sharing agreements (SDF) Targets: 2023: RR/1.8M, OR/1.25; 2024: RR/1.9M, OR/1.4M; 2025: RR/2M, OR/1.5M.</p>	<p>Contributions received through pooled and thematic mechanisms (OEE 2.2) targets: 2023: 152.6M, 2024: 178.7M, 2025: 207M</p> <p>% of non-core funding directly applied to SNs (OEE 5.1) targets: 2023: 10%, 2024: 12%, 2025: 15%</p> <p>IATI publishing statistics score (OEE 1.3) targets: 2023: 91%, 2024: 92%, 2025: 93%</p>

ACTIVITY AREAS

<p>Develop new and nurture existing strategic partnerships and agreement with IFIs/DFIs.</p> <p>Prepare guidance to develop organizational capacity (country, regional and HQ levels) to engage with IFIs/DFIs, IASC, and on innovative financing and gender in humanitarian action.</p>	<p>Convene and coordinate UN Women networks and partners (IFIs/DFIs, Ministries of Finance, gender machineries, feminist leaders, UN agencies, CSOs) on financing for gender equality.</p> <p>Develop organizational expertise on the financing for gender equality ecosystem.</p>	<p>Organize targeted and meaningful engagement to increase visibility of donor contributions, including on core.</p> <p>Capture and share results-stories and involve donors throughout the programme cycle.</p> <p>Make RM guidance accessible to country and regional offices and HQ units to develop capacity in support of corporate funding priorities.</p>	<p>Identify and develop select partner engagement strategies annually.</p> <p>Produce quality narratives, advocacy, and evidence on UN Women's shared results for women and girls.</p> <p>Engage with thought leadership in key forums (i.e., EU, UN Interagency, IASC) and convene and coordinate stakeholders for GEWE.</p>	<p>Invest in transparency, in line with IATI, including the transparency portal.</p> <p>Facilitate knowledge generation and capacities around flexible funding (i.e., joint programming, SNs, Signature Initiatives) for country and regional offices and HQ units.</p> <p>Communicate the impact of donor conditions and short-term, small-scale programming on effectiveness and efficiency.</p>
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INDICATIVE ACTION POINTS

<p>(Donor segment: IFIs/DFIs) Establish MOUs and/or partnership arrangements at global and country level that promote financial partnerships on GEWE.</p> <p>(Donor segment: IFIs/DFIs) Support partnership building via the RM focal point network, the RM Community of Practice.</p> <p>(Donor segment: IFIs/DFIs) partner with the World Bank on COVID-19, data collection on global estimates of poverty by sex; co-author the IMF Special Series on Covid-19 and Gender Equality with the IMF and UNDP; provide technical expertise and consultations on the forthcoming IMF Gender Equality Strategy.</p>	<p>(Donor segment: UN/Pooled) Support UN Women's mandated role in gender assessments, UN Sustainable Development Cooperation Frameworks, joint results groups, Inter-Agency Network on Women and Gender Equality, Gender in Humanitarian Action working groups.</p> <p>(Donor segment: IFIs/DFIs) Guide, monitor and influence the World Bank's unprecedented pledge to invest \$10 billion over the 2021-2026 period in programmes to address gender inequality, particularly in 12 sub-Saharan African countries announced at the Generation Equality Forum.</p>	<p>(Donor segment: Government) Partner Recognition Week campaigns; Executive Director and high-level visits; results and institutional reporting, visibility events, link to National Committees where possible; ensure top 15 core-donors are regularly invited and involved in country and regional office planning and events; communications section public information stories.</p> <p>(Donor segment: Government) Hold annual informal and formal SDFs; Donor Roundtables; partner consultations on specific issues; bilateral partner meetings; Executive Board meetings.</p> <p>(Donor segment: Government) Organize Learning Café; regional dialogues and disseminate Public</p>	<p>(Donor segment: Government, EU institutions) Develop specific partner engagement strategies.</p> <p>(Donor segment: Government, EU institutions) Facilitate Partner Focal Point/ Liaison Office/ RM Focal Point bespoke management of high-value partnerships.</p> <p>(Donor segment: Government) Establish a Strategic Partnership Framework on Coordination.</p> <p>(Donor segment: Government) Produce special reports on regular resources and financial contributions; Annual Reports; quality donor reports; knowledge assets³⁸.</p> <p>(Donor segment: EU institutions) On demand guidance and training available to country, regional and HQ unit</p>	<p>(Donor segment: Government, EU institutions) International Aid Transparency Initiative reporting; inclusion of OEE results in the transparency portal; quality donor and annual reporting; unqualified audits.</p> <p>(Donor segment: Government) Develop promotional materials on corporate flexible funding instruments, in particular SNs and Signature Initiatives.</p> <p>(Donor segment: Government) Establish an SN working group to brainstorm on marketing SNs.</p> <p>(Donor segment: Government) Prepare guidance for country, regional and HQ units on pitching and messaging on core and flexible funding (i.e., SNs, Signature Initiatives) to support engagement with local embassies.</p>
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		<p>Partnerships Section Assets and Tools primer.</p> <p>(Donor segment: Government, EU institutions) Use the RM focal point network and the RM Community of Practice to manage and share knowledge.</p>	<p>recipients of EU funding and on EU institution requirements.</p> <p>(Donor segment: EU institutions) Produce and disseminate knowledge assets and platforms.</p>	<p>(Donor segment: Government, EU institutions, UN/Pooled, IFIs/DFIs) Map/link Generation Equality commitments of Governments to existing SN priority programmes.</p> <p>(Donor segment: UN/Pooled) Engage in joint programme development; engage in UNCT mechanisms; participate in joint programming in humanitarian response with the Office for Coordination of Humanitarian Affairs/IASC, Secretariat/GenCap, UNFPA, UNHCR.</p> <p>(Donor segment: UN/Pooled) Document, disseminate and promote lessons learned and best practices on achieving gender equality results in pooled financing mechanisms and build capacity to write and submit proposals.</p>
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Tracking Progress/ Monitoring: Implementation of this Strategy will be monitored on an annual basis via review of progress against the key performance indicators and identified targets. Progress will be reviewed by the SPD Public Partnerships Section annually in Q3, and adjustments will be made as required. Elements of the Strategy may be adjusted in response to changes in the development financing environment.

b) Risk management

This Strategy is subject to UN Women’s overall governance, risk management and controls, including adherence to relevant policies, procedures, and guidance to identify, mitigate and manage risks. UN Women is advancing its risk management framework and related processes to a higher level of maturity. Planned actions for the medium to long term include, among others, the embedding of a risk management assurance framework with tangible indicators to measure progress, enhancements to the governance of risk management through strengthened systems and processes, defining and communicating the organizational risk appetite and tolerance, as well as building stronger capacities in support of a stronger risk awareness culture.

Given the context in which this Strategy will be operationalized, the main risk identified is the challenging funding environment and development financing trends,³⁹ which may limit funding and resource mobilization, particularly of core resources, which will impact UN Women’s overall ability to deliver its mandate. This Strategy has been developed, in part, to manage this risk by identifying priority donor segments and key strategies to strengthen partnerships and support for a GEWE mandate. Proactive engagement with funding partners also mitigates risk, guided by, *inter alia*: partner intelligence captured in Partner Engagement Strategies, partner agreements, increased

investments in visibility for core, improved demonstration of value for money and impact reporting, and high-level bilateral meetings.

We also recognize the risk that, while UN Women is pursuing a more networked partnership and resource mobilization capacity across the organization, the lack of a centralized software-based client relationship management system is a reality that must be managed. Capacities will be leveraged from different parts of UN Women, working across the organization as a modus operandi to strengthen partnerships and resourcing using available systems, processes, and platforms, including the Public Sector Partnerships Community of Practice, Partner Focal Point Network, OneApp, Quantum, Transparency Portal to support a better demonstration of results in all outcome areas and value for money. The launch of Quantum is expected to contribute to greater efficiency and help to mitigate reputational risk to the organization of slow performance.

Internally, UN Women faces the risk of inadequate capacities to deliver this Strategy due to insufficient resources to invest to the degree required in specialized resource mobilization partnership functions across the organization as well as a lack of funding for training opportunities, analytical functions, and tools development. To mitigate this, UN Women will focus on popularizing engagement with and use of skill-building resources available including RM Learning Cafes, RM knowledge brochures, and RM focal point regional dialogues, among others.

V. Public Partnerships and Resource Mobilization Roles and Responsibilities

Implementation of the Strategy requires a whole-of-organization approach to public sector partnerships and strengthened intra-organizational communication and coordination so that UN Women, in all its composite parts, can work together to advance priority partnerships that support feminist agendas and gender equality resourcing.

With the current organizational partner relationship management practices and systems in place (i.e., RM Focal Point Network; RM Community of Practice; Liaison Offices; Partner Intelligence/Resource Hub; relevant delegations of authority) UN Women relies heavily on interlinked staff across Country and Regional Offices and relevant HQ Units that engage in multi-directional flows of information, guidance, and support in relation to the partnerships and RM value chain.

Partnerships and RM Value Chain






The public partnerships’ function leads in the development of RM strategies to reach voluntary contribution targets, particularly of core resources, which is a whole-organization endeavor, and adds value to multiple aspects of partnership building, including policy and advocacy efforts that can lead to resource mobilization. Given the relatively limited resource envelope available for the public partnerships function across the organization, UN Women prioritizes among partnership building opportunities (see Section IV. Results Monitoring Framework). Connected to this, clearly delineating the division of labor across Country and Regional Offices and relevant HQ Units in relation to **core** and **non-core** resource mobilization partnership building with the public sector, will support successful implementation of the Strategy.

The [2020 Resource Mobilization Partnerships Policy](#)⁴⁰ is the corporate directive on the roles and responsibilities of HQ Units, Liaison Offices, Regional and Country Offices, and National Committees in relation to RM partnerships.

VI. Partnerships and Resource Mobilization Resources

There are a wide range of resources, guidance, tools and collaborative platforms in place to support implementation of this Strategy in relation to partnership development, the mobilization of resources and the management, maintenance and cultivation partnerships. Resources have been mapped to the relevant key strategic approach and tagged as either internal resources that are for UN Women only, or external resources that may be shared with partners.

Strategic Approach	Internal Resources	External Resources
	<p>Partner Recognition Guidelines: Guidelines to support systematic and coordinated recognition of funding partners, their contributions to UN Women and results (<i>coming soon</i>).</p>	<p>Assets giving visibility and recognition to top funding partners:</p> <ul style="list-style-type: none"> • Regular Resources Report 2021 • Regular Resources Report 2020 • Regular resources enable a flexible and fast response to the COVID-19 pandemic

		<ul style="list-style-type: none"> • Regular Resources Report- Data and case studies from 2018 • Compendium of financial partner contributions 2018 <p>Partner Recognition Week Campaigns: Social media campaigns for UN Women to 15 partners highlighting the achievements, events, and impacts.</p> <p>Results Reports (per partner) of the 2022 campaign</p>
 <p>Partner Intelligence / Capacity Development</p>	<p>Public Sector Partnerships Community of Practice: Dialogues on partnerships and RM in UN Women are supported through interactive discussions and shared experiences to build a community, through five main elements.</p> <ol style="list-style-type: none"> 1. The RM Network email 2. PPS SharePoint (Intranet pages) 3. Monthly Regional Dialogues with Regional RM Specialists and Deputy Regional Directors 4. Yammer Platform 5. RM Learning Cafes <p>PPS Brochure: Information on the services, tools and resources offered by the PPS team.</p> <p>PIVA Brochure: Information on PIVA areas of work in support of partnerships and RM.</p> <p>RM Basics FAQs: Answers key questions on RM basics.</p> <p>RM Partnerships Policy: Supports consistent decisions on RM and partnerships among staff.</p> <p>2022 Strategic Note Guidance: Outlines the policies and procedures to develop a Strategic Note.</p> <p>Strategic Note Development Toolkit: Tool to support the identification, review of data, assessment process towards development of a Strategic Note.</p>	<p>Partner website links : Access information about donors’ main country/region of intervention, level of investment and funding desks.</p> <p>Donor Tracker : Information about donor trends, major investments in your region, useful sectoral resources.</p> <p>OCHA financial tracking service: Information on the source and direct of humanitarian contributions and status of appeals.</p> <p>OECD: Information on levels of investment per country and on gender equality, trends, and funding channels, including a creditor reporting system.</p> <p>OECD Gender and Development pages: Information on OECD work, data and charts on gender.</p> <p>UN Women Contribution Trends</p> <p>UN Women Global Database on VAW: Database on governments’ support for EVAW.</p> <p>UNDP Human Development Report</p> <p>World Bank - Women Business and Law</p> <p>Inter-Parliamentary Union</p> <p>Minimum set of Gender Indicators</p>
 <p>Targeted Engagement</p>	<p>Partner Engagement Strategies: Situates donor intelligence within a broader more strategic approach to donor engagement.</p> <p>Matrix of Partner Countries: A brief overview of 44 government partner thematic priorities, priority countries and funding history to UN Women.</p> <p>Partner Priorities Summary: A chart that summarizes thematic and geographic priorities of UN Women’s top 20 funding partners (2021).</p>	

	<p>Partner Priorities at a Glance: An overview of UN Women’s top 24 funding partners, their priorities, interests and funding history to UN Women.</p>	
 <p>Trusted Stewardship</p>	<p>Pledge forms & templates: Guidance and forms on acknowledging contributions and developing RM strategies.</p> <p>Donor Agreement Guidance: on negotiating, clearing and signing agreements with donors.</p> <p>Donor Assessments Portal: Donor-led assessments of UN Women are available on the portal.</p>	<p>UN Women Transparency Portal: Provides information on UN Women global results, reach, and partnerships in support of the SDGs.</p> <p>Structured Dialogue on Financing: Annual report and formal session with the Executive Board on UN Women’s financing situation (Interagency informal session take place annually).</p>
 <p>Coordination</p>	<p>Public Partnerships Regional, Partner & Thematic Focal Point Network: Focal point network available to support/coordinate with on specific region, partner and thematic engagement.</p> <p>EU/Brussels, Japan/Tokyo, Nordics/Copenhagen, GCC/Abu-Dhabi Liaison Offices: Build and strengthen partnerships with stakeholders. Liaison Offices are on stand-by to provide support and advice on resource mobilization and compliance with donor requirements.</p> <p>Guidance on Joint Programmes: information for choosing/initiating joint programming.</p>	
 <p>Results-focused Communication & Advocacy</p>	<p>Communications & Advocacy on SharePoint: Inter alia, provides tools and advice to field offices to amplify outreach and increase visibility. SharePoint contains resources on UN Women corporate identity and resources.</p> <p>UN Women Communications Strategy 2016-2020: Outlines how public outreach will be integral in sustaining and advancing the momentum for women’s empowerment.</p>	<p>Partnership Results: Highlights how UN Women is creating change and the impact of core and non-core contributions from particular partners, for women and their communities.</p> <p>Voices from the field: Personal perspectives of women, girls and their families who have benefitted from UN Women’s work funded by a specific partner.</p>
 <p>Leverage & Influence</p>	<p>UN Women IFI Engagement Strategy: Outlines UN Women’s role in gender financing, regional and global engagement; corporate priorities; and highlights of seven key IFI partnerships.</p> <p>MOUs/Framework Agreements with IFIs & Development Banks: A repository of g agreements are available for review on the PPS SharePoint page, along with talking points, presentations and analysis per IFI/DFI.</p>	<p>National Committees for UN Women: Independent, non-profit, non-governmental organizations that support UN Women’s mission by fundraising, advocating and raising awareness with public and private sectors and supporting UN Women’s relations with Governments.</p>

Endnotes

- ¹ National Committees for UN Women are relevant to strategies for both public and private sector fundraising. In the context of this Strategy, their work to influence host government funding decisions and secure core and non-core funds for UN Women is relevant.
- ² See: <https://www.worldbank.org/en/country/mic>
- ³ In 2021, more than 40 non-DAC contributors provided financial and in-kind core and non-core contributions to UN Women.
- ⁴ Available UN Women resources: [Policy paper on the Global gendered impacts of the Ukraine crisis](#); [Beyond COVID-19: A feminist plan for sustainability and social justice | Digital library: Publications | UN Women – Headquarters](#).
- ⁵ [Progress on the Sustainable Development Goals: The gender snapshot 2022](#)
- ⁶ Core resources cover: (i) Management activities (including critical cross-cutting management functions integral to the existence and the advancement of the mandate of the organizations, irrespective of the volume of Programme implementation and management costs related to the support of core programme delivery); (ii) Programme activities; (iii) Development effectiveness activities; (iv) UN development coordination activities; (v) Comparable special purpose activities (Capital investments); and (vi) Agency specific special purpose activities.
- ⁷ Including the COVID-19 pandemic; devastating conflicts, including the Ukraine war; and humanitarian and climate crises.
- ⁸ Coulibaly, Brahima Sangafowa. “Rebooting global cooperation is imperative to successfully navigate the multitude of shocks facing the global economy”. Brookings. 16 September 2022. Available: <https://www.brookings.edu/essay/rebooting-global-cooperation-is-imperative-to-successfully-navigate-the-multitude-of-shocks-facing-the-global-economy/>. United Nations. “UN chief: ‘Global solidarity is missing in action’. 17 January 2022. Available: <https://news.un.org/en/story/2022/01/1109932>
- ⁹ A 2020 corporate evaluation of the FPIs found the flagships successful in embedding an institutional shift towards consolidated and scalable programmatic approaches, but faced challenges, including in resource mobilization. The evaluation recommendations informed the evolution of the FPIs towards Signature Initiatives areas that directly contribute to two or more Strategic Plan 2022-2025 systemic outcomes. Signature Initiatives will provide flexible yet coherent programming frameworks and standardized approaches to guide regional and country level work in strategic areas where UN-Women is best positioned to make the highest impact at scale towards the SDGs. By directing financing support to high level thematically driven programme areas, donor investments will support greater flexibility and efficiency in cohesively delivering the results envisioned in the Strategic Plan, and reduce piecemeal, projectized funding.
- ¹⁰ In November 2020, the UN Sustainable Development Group noted that there had not been a significant shift in total Member State contributions to core or thematic funding and voluntary contributions to key pooled fund. See: https://www.eurodad.org/world_bank_and_imf_failure_to_address_the_global_polycrisis_makes_systemic_reform_even_more_urgent#:~:text=The%20two%20institutions%20stressed%20that,Debt%20crises.
- ¹¹ Global growth is forecast to slow from 6.0% in 2021 to 3.25 in 2022 and 2.7% in 2023. See: <https://www.imf.org/en/Publications/WEO#:~:text=Global%20growth%20is%20forecast%20to,of%20the%20COVID%2D19%20pandemic>; and <https://www.devex.com/news/the-worst-is-yet-to-come-for-the-global-economy-imf-warns-104167>
- ¹² Lawrence, M., Janzwood, S. and Homer-Dixon, T. September 2022. “What is a Global Polycrisis? And how is it different from a systemic risk?” Cascadia Institute. See: <https://cascadiainstitute.org/wp-content/uploads/2022/04/What-is-a-global-polycrisis-v2.pdf>
- ¹³ Foreign aid was up 13.6 per cent in real terms in 2022; 0.6 per cent in real terms in 2021 compared to 2020 when excluding ODA for donated COVID-19 vaccines; and 3.5 per cent in real terms in 2020 compared to 2019. See: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/official-development-assistance.htm#:~:text=Excluding%20ODA%20for%20donated%20COVID,of%200.7%25%20ODA%20to%20GNI, and COVID-19 spending helped to lift foreign aid to an all-time high in 2020 but more effort needed: https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/official-development-assistance.htm#:~:text=The%202022%20ODA%20total%20is,the%200.7%25%20target%20in%202022>.
- ¹⁴ Between 2010 and 2019, ODA in loans increased from 20 per cent to 26 per cent, while grants fell from 72 per cent to 61 per cent See: <https://devinit.org/resources/aid-data-2019-2020-analysis-trends-before-during-covid/#section-1-7>
- ¹⁵ See: OECD. [Development finance for gender equality and women’s empowerment: A 2021 snapshot](#)
- ¹⁶ A recent Secretary-General’s report noted that just 21 per cent of funding for UN entity development activities was received as regular resources, while in real terms, regular resources to the UN development system have increased by 23 per cent since 2002 while other resources have increased by 150 per cent. See: United Nations, Implementation of General Assembly resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 2019: Funding compact – Report of the Secretary-General, [A/74/73/Add.1–E/2019/14/Add.1](#), 2 April 2019.
- ¹⁷ When looking at OECD-DAC channelled multilateral assistance to the UN development system in 2020, 71 per cent was earmarked, compared to 24 per cent for the World Bank Group and IMF, and just 3 per cent for the EU. The Dag Hammarskjöld Foundation and MPTF Office. Financing the UN Development System: Joint Responsibilities in a World of Disarray. September 2022. Available: <https://bit.ly/3BCHGpQ>
- ¹⁸ The Funding Compact represented a critical step in efforts to transform the UN’s collective support for Agenda 2030. The Compact establishes mutual commitments to help improve the funding base of the UN development system and provides further incentives for collaboration. It recognizes that a fundamental shift is required by both the UN and Member States to support the transformative, collaborative action needed to help countries achieve the Sustainable Development Goals. See: <https://undocs.org/A/74/73/Add.1>
- ¹⁹ Two years into Funding Compact implementation, UN-Women is meeting all assessable indicator targets across the eight commitments that require entity-specific reporting. See Annex A to [UNW/2021/7](#).
- ²⁰ The Joint Fund for the SDGs, the Peacebuilding Fund and the Special Purpose Trust Fund for Resident Coordinator system.
- ²¹ UNSDG Informal Consultation on Implementation of the Funding Compact: Delivering Our Respective Commitments, 2 November 2020.
- ²² For example, in 2020, in line with its coordination role, UN Women provided gender parity advice or technical assistance to 120 UN entities, worked with 118 countries to undertake Beijing Platform for Action reviews and supported 83% of UN Country Teams to submit CEDAW reports. These are just a few examples of mandate-driven work that was made possible through core resources.
- ²³ Funding is about transferring resources from a financial contributor to UN Women.
- ²⁴ Financing is about structuring different financial flows (international and domestic, private and public) to achieve common GEWE results. For more information see: <https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-5-Funding-To-Financing.pdf>
- ²⁵ UN Women financial reporting aligns with UN Data Standards. Funding from EU institutions is reported as “Other” per UN Data Standards. Other donors can be included in this category when a contributor does not fall within the following UN Data Standard categories: government; NGO; public private partnerships; multilateral; foundation; private sector; academic, training and research. “Data Standards for United Nations System-Wide Reporting of Financial Data. March 2022. See pg. 42. Available: https://unsceb.org/sites/default/files/2022-03/UN_DataStandards_Digital_March2022.pdf
- ²⁶ Including the use of photos and multimedia.
- ²⁷ In 2021 the top five accounted for 48 per cent of UN Women core compared to the 62 per cent for UNDP and 66 per cent for UNFPA and the top 10 donors represented 74 per cent of UN Women core compared to 87 per cent for both UNDP and UNFPA.

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- ²⁸ In 2020, just 2%, equivalent to \$2.6 million in core revenue, was generated from private sources, generated through National Committees for UN Women, including through individual giving initiatives.
- ²⁹ UN Women strategies in relation to Individual giving will be addressed in the private sector partnerships and resource mobilization strategy under development, managed by the Multi-Stakeholder Partnerships Section.
- ³⁰ For example, in the Arab States, partnerships with the mass media (CNN Arabi, ITP, Forbes) have allowed UN Women to reach new audiences.
- ³¹ Note, UN Women’s communications and advocacy strategy for the period 2023-2025 is currently being developed. Examples of PPS produced special reports include: [Regular Resources Report 2021](#); [Regular Resources Report 2020](#); [Regular resources enable a flexible and fast response to the COVID-19 pandemic](#); [Regular Resources Report- Data and case studies from 2018](#); [Compendium of financial partner contributions 2018](#).
- ³² In the period 2011-2022, EU Institutions accounted for over 90 percent of income in the UN Data Cube ‘other donors’ classification category.
- ³³ This refers to support in relation to managing the donor relationship; programmatic support is provided by UN Women’s Policy, Programme Intergovernmental Division.
- ³⁴ Donor reporting at country, regional and Headquarters level is supported by the Programme Support and Management Unit.
- ³⁵ UN Women receives regular resources through Assessed Contributions under the regular budget of the UN. All funding received through inter-agency arrangements are received as other resources (non-core).
- ³⁶ UN Women’s deepened engagement with the IFIs, including concrete collaboration at the country/regional levels, was commended by the UN Women Executive Board at its Second Regular Session (September 2021) where the Board encouraged UN Women to expand these partnerships as also reflected in the newly endorsed Strategic Plan 2022-2025.
- ³⁷ Annual milestones and the 2025 target for DRF and OEE-based key performance indicators are available in the IRRF. For the purposes of this Strategy, where the indicator is *derived* from OEE 2.3 and 2.4 and intends to track partnerships and resourcing in support of GEWE, SPD will pilot use of these indicators, which may be refined as needed. The QBR 23 indicator on holding an annual SDFs is measured as a “yes”/”no”. Baseline data is available against SDF indicators, but milestones and a 2025 target are *to be determined*.
- ³⁸ For example the: [Regular Resources Report 2021](#); [Regular Resources Report 2020](#); [Regular resources enable a flexible and fast response to the COVID-19 pandemic](#); [Regular Resources Report- Data and case studies from 2018](#); [Compendium of financial partner contributions 2018](#)
- ³⁹ Multiple global challenges – climate change, protracted conflict, pandemics, increasing humanitarian needs, economic pressures – result in a more competitive environment that constrains ODA to the UN Development System, including UN Women, alongside funding trends showing that the UN Development System is the largest recipient of earmarked funding (see: Dag Hammarskjöld Foundation and MPTF Office, [Financing the UN Development System](#), 2022).
- ⁴⁰ The Policy supports UN Women personnel to make informed, consistent decisions on the selection, structure, and maintenance of RM partnerships in accordance with UN Women [Financial Regulations and Rules](#).