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Medium-term Resource Mobilization Strategy for 2008-2009**Report by the Director of the Institute****I. Background**

1. In July 2003, the Economic and Social Council established an Executive Board to govern the work of UN-INSTRAW. The Board comprised of ten Member States was mandated to find the ways and means for enhancing the financial resources of the Institute to ensure the effectiveness and continuity of its operations. Since then the operational activities have grown dramatically and the Institute has succeeded in meeting its mandated objectives to “serve as a vehicle on the international level for the purpose of undertaking research and establishing training in programmes to contribute to the integration and mobilization of women in development, to raise awareness of women’s issues worldwide and better assist women to meet the new challenges and directions.”¹

2. The demand for UN-INSTRAW’s services continues to grow as governments increase their efforts to improve the lives of women and girls. However support for the core budget of the Institute has not kept pace with funding for its project-based programme of work. In recent years the Board and the General Assembly have appealed

to Member States to provide the core financial resources required to ensure the operational viability of the Institute. Despite these pleas, contributions to the core budget have steadily declined.

3. At its Fourth session, held in 2007, the Board instructed the Director of UN-INSTRAW to develop a medium- and long-term resource mobilization strategy that would guide the Institute and its Board in building the requisite donor support for its core budget. What follows is a medium-term strategy² that focuses specifically on the 2008-2009 biennium, within the context of the implementation of the Institute’s *Strategic Framework 2008-2011*.

II. Achievements and Challenges*a. Roles and responsibilities*

4. UN-INSTRAW has been mandated by the United Nations to conduct research and training activities for the empowerment of women and the promotion of gender equality. Since its

¹ E/2003/INF/2/Add.4.

² This strategy has been prepared with the technical support of the United Nations Fund for International Partnerships (UNFIP).

establishment, the Institute has been a central actor in the UN's gender architecture, and a pioneer in research and training on such issues as: gender and statistics; time-use data collection and analysis; women's role in the environmental management and sustainable development; women and water supply and sanitation; gender and new and renewable sources of energy; gender, migration, remittances and development; governance and women's political participation at the local level; and gender, peace and security.

5. During the 2008-2009 biennium, UN-INSTRAW will be called upon to play an important role in the realignment of the UN programmes that address issues of gender equality and empowerment of women. The Institute will play an important catalyzing and facilitation role in ensuring that the policy-making and operational activities of the UN are carried out from a reliable and relevant knowledge base.

6. In addition to its role in the revised gender structure of the UN, the Institute will continue to participate in the network of UN training and research institutes, providing a gender perspective and consideration for the promotion of women's rights across the UN's knowledge network. It is anticipated that UN-INSTRAW's core management structure will be strengthened within the context of these two institutional reform activities.

b. *Building Partnerships*

7. Resource mobilization is essentially a partnership development effort. It involves identifying governmental and non-governmental organizations that share the Institute's vision and commitment to gender equality and the empowerment of women and it requires alignment of programme goals and objectives.

8. Over the past three years, UN-INSTRAW has undertaken joint project and fundraising activities with UN and other international agencies, including:

a) three joint projects with UNFPA on gender and remittances in the Dominican Republic, and Guatemala and in Southern Africa (to South

Africa), the latter has also been developed in collaboration with the South African Institute of International Affairs (SAIIA); and another project on the new transnational family structures that have arisen as a result of women's migration;

- b) two joint projects with the Spanish Agency for International Cooperation (AECI) on women's participation in politics and decision-making in Latin America and in the Maghreb region;
- c) a joint project with the United Nations Development Programme (UNDP) on using remittances to build gender-responsive local development in Albania, Dominican Republic, Lesotho, Morocco, Philippines, and Senegal;
- d) two joint projects with the International Fund for Agricultural Development (IFAD) on the gender dimensions of women's migration and remittances in the Philippines and Italy, and enhancing the gender-sensitive impact of remittances for rural development in the Dominican Republic and Ecuador;
- e) two joint project with the International Organization for Migration (IOM) on the gender dimensions of remittances in Colombia and in Guatemala;
- f) a joint project with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Organization for Security and Cooperation in Europe/ Office for Democratic Institutions and Human Rights (ODHIR) on the production of a toolkit for integrating gender issues into security sector reform processes;
- g) a joint project with the Cooperazione Italiana on addressing women, peace and security with Somali diaspora women;
- h) a joint project with the UN Department of Peacekeeping Operations' Logistics Service Division (DPKO/LSD) on increasing female recruitment and retention;
- i) a joint project with the UN Stabilization Mission in Haiti (MINUSTAH) on gender and security sector reform;
- j) a joint project with the UN Department of Economic and Social Affairs (DESA) and the UN Permanent Forum on Indigenous Issues (UNPFII) on engaging Indigenous women to

use new technologies in Bolivia, Ecuador and Peru;

- k) a joint project with the Secretaría General Iberoamericana (SEGIB) on mainstreaming gender issues in SEGIB policy and cooperation documents;
- l) a joint project proposal with DPKO and the UN Institute for Research and Training (UNITAR) on addressing gender and sexual exploitation and abuse with UN Peacekeepers.

9. In addition to these project-based partnerships, building sustainable partnerships in support of the Institute's core functions will strengthen UN-INSTRAW's internal institutional mechanisms and business practices, leading to expanded collaboration with governmental and private research and training programmes and opportunities to engage in new geographic and programmatic areas. The implementation of a strategic resource mobilization strategy is more than just an appeal for funding.

c. Budgets and costs.

10. Member States are concerned that for many agencies, funds and programmes the share of core/regular budget resources is being reduced at the same time that donors are substantially increasing supplementary or non-core (project) funding. This leads to a situation where approved

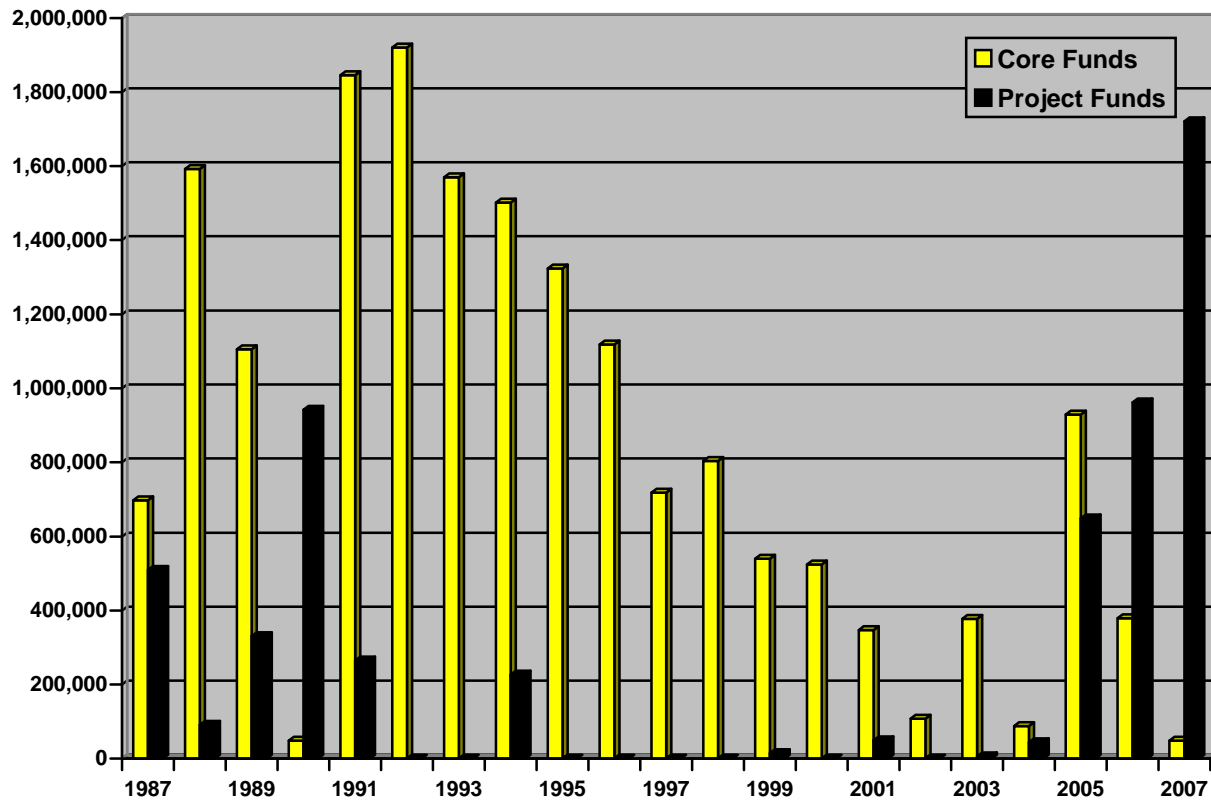
core budget levels are higher than committed funding, though at the same time essential in order to administer project funds.

11. Over the years, this has become the case with UN-INSTRAW, as the graph below illustrates. This imbalance between core and project funds leads to increases in transaction costs and stress on the management system. To the extent that core functions are financed by project funds, the integrity of the research and training agenda could also be distorted by the need to meet the programme objectives of the donor.³ The General Assembly has called on Member States to direct voluntary contributions to the core budget of UN-INSTRAW and to provide additional resources on a predictable, preferably multi-year, basis.⁴

³ A/RES/59/250 (paragraph 20) – The General Assembly “Notes the increase in non-core resources as a mechanism to supplement the means of operational activities for development of the United Nations system, which contributes to an increase in total resources, while recognizing that non-core resources are not a substitute for core resources and that unearmarked contributions are vital for the coherence and harmonization of the operational activities for development;” and (paragraph 18) “Calls upon donor countries and other countries in a position to do so to substantially increase their contributions to the core/regular budgets of the United Nations development system, in particular its funds and programmes, and wherever possible, to contribute on a multi-year basis;”

⁴ Through, for example A/RES/61/273

UN-INSTRAW Core and Project Funds (1987-2007)



12. The Institute’s weak budget floor is further strained by the application of relatively high costs of administrative, budgetary and financial arrangements. The programme support costs charged by UN Headquarters to project funds have risen to 13%. Given the retention of these amounts in addition to the 4% already charged to the core budget, it becomes even more difficult for the Institute to maintain financial stability.

III. Voluntary Contributions from Member States

13. UN-INSTRAW receives contributions from governments for both core resources and extra-budgetary or special projects. Since 2004, core resources have accounted for less than 20% of total contributions and project funds make up approximately 80% of the Institute’s overall budget. Current major government donors to the

core budget are Italy, Mexico, and Spain.⁵

14. Among the reasons for the reduction in donors contributing to the core budget is the concern about the role of UN-INSTRAW in the anticipated new Gender Equality Architecture. It is expected that once the consolidation of functions is agreed upon, key core posts will either be funded on a multi-year basis by major donors or funded from the regular budget of the United Nations.

15. The UN-INSTRAW Executive Board has also suggested that the Institute make a special effort to ensure that Member States understand the roles and responsibilities of UN-INSTRAW within the UN system, in particular the practical contributions that

⁵ Among the government donors contributing funds to UN-INSTRAW during the period 2004-2007 are: Barbados, Chile, China, Colombia, Costa Rica, Cyprus, Dominican Republic, Greece, India, Maldives, Morocco, Panama, Philippines, Qatar, South Africa, Thailand, Tunisia, Turkey and Venezuela.

the Institute makes to the three focal areas of UN activity – development, peace and security and human rights – as well as to the achievement of internationally agreed development goals such as the Beijing Platform for Action, and the Millennium Development Goals.

Goal

16. For the 2008-2009 biennium, UN-INSTRAW will make every effort to attract contributions from all ten members of its Executive Board and increase the number of major and small grants from other UN Member States. Funding from UN Member States should constitute 75% of the annual core budgets for 2008 and 2009.

Recommended Actions

- i. The Director of UN-INSTRAW will mobilize the necessary communications and external relations capacity to raise the visibility and credibility of the Institute so that current and potential donors will contribute to the core budget on a multi-year basis;
- ii. The Director and her team together with the President and other members of the Executive Board, will systematically communicate with a selected group of Member States to ensure that a core group of governments are fully apprised of UN-INSTRAW's mission, mandate and current and planned activities;
- iii. The Director, with the support of the President and other members of the Executive Board, will undertake a specific communication with Member States that have pledged but not paid in order to persuade them to pay amounts owed and contribute to the 2008 core budget;
- iv. The President of the Executive Board, with support of the Director, will convene a meeting with Board Members to solicit multi-year funding commitments to the annual budgets for the implementation of the *Strategic Framework 2008-2011*.
- v. The President and other members of the Executive Board will undertake general

communications with UN Member States in order to apprise them of the situation, achievements and challenges of UN-INSTRAW, and encourage them to consider making voluntary contributions to the core budget.

IV. Voluntary contributions from intergovernmental, nongovernmental organizations, foundations and private sources

17. In 2000 the General Assembly amended the Statutes of the Institute to allow for the mobilization of financial resources from intergovernmental and non-governmental organizations, foundations, including the United Nations Foundation, and private sources.⁶ UN-INSTRAW recently concluded an agreement with the United Nations Foundation and the UN Fund for International Partnerships (UNFIP) to support the Institute's efforts to raise funds for its core budget directly from the private sector and individual contributors. As a result of this agreement, UN-INSTRAW now has its own donation page on the UN Foundation Website (<http://www.unfoundation.org/instraw>), and this facility will be a central component of the fundraising efforts planned during the 2008-2009 biennium.

Goal

18. Contributions from the private sector to the core budget should constitute 25% of the core budget for 2008 and 2009.

Recommended actions

- i. The Director and her team will develop a specific strategy aimed at building a network of funding partners from the private sector for multi-year contributions to the core budget;
- ii. The Director and her team will undertake campaigns to obtain support from individuals;
- iii. With the support of UNFIP, in the fourth quarter of 2007 the Director will

⁶ E/2000/24

convene a briefing for potential private sector and foundation representatives;

- iv. The President and other members of the Executive Board will undertake general communications with relevant potential donors in order to apprise them of the situation, achievements and challenges of UN-INSTRAW, and encourage them to consider voluntary contributions to the core budget.

V. Strategic Partnerships for cost-effective practices

19. In collaboration with UN entities and other partners, UN-INSTRAW strives to build strategic partnerships for cost-effective practices. Through such partnerships in the past, the Institute has received “in-kind” contributions which have helped the Institute reduce its cost for core activities. These strategic partnerships with UN and other entities also contribute to increasing coordination and collaboration while strengthening the implementation of its programme of work.

20. These alliances range from broad collaboration, including the exchange of information, organization of meetings and other general activities; to direct partnerships with UN System and other organizations for the implementation of specific projects - which are being implemented either with full funding from partners or on a cost-sharing basis with partners.

Goal

21. Existing strategic alliances are strengthened, and new alliances formed, with UN and other entities, in particular academic and research institutions, in order to support the implementation of the Institute’s programme of work.

Recommended actions

- i. The Director will analyze fully the experience of cost-sharing and collaboration with other UN agencies to determine the impact of the transaction and opportunity costs associated with inter-agency funding

mechanisms, with an eye to developing inter-agency funding and project proposals;

- ii. The Director and her team will communicate with UN and other relevant entities, in particular academic and research institutions, in order to acquaint them with the work and achievements of UN-INSTRAW, and invite them to work jointly with the Institute and share in funding and costs.

VI. Institutional Development for Capacity-Building

22. During the coming biennium, as gender mainstreaming is adopted system-wide in earnest, it is expected that UN-INSTRAW, as the only entity within the UN system devoted solely to research and training for the advancement of women, will be called upon to provide technical assistance to a number of funds and programmes, as well as NGO partners, for staff and for specific projects in collaboration with the network of UN training and research organizations. Over the last three years, UN-INSTRAW has expanded and consolidated its research and knowledge management activities in three programmatic areas. The final stage in this process is to strengthen the Institute’s capacity-building activities so that research and knowledge management feed into concrete understanding and skills for relevant stakeholders. At its meeting in May 2007, the Board recommended that the Institute intensify its training activities.

Goal

23. Strategic partnerships will be developed with the UN Staff College, UN University, UNITAR and other research and training institutes to develop strategic partnerships that will enable UN-INSTRAW to serve UN country teams in all regions of the world.

Recommended actions

- i. The Director, with support from UNFIP, will mobilize voluntary contributions to the core budget in support of planning and strengthening the Institute’s training

capacity and coordination with other UN training programmes;

- ii. Within the Strategic Framework 2008-2011 Africa is considered a priority area for training of government counterparts and for building the capacity of regional training institutes in the areas of gender equality and women's empowerment. Donors who are giving priority to Africa will be approached to support the Institute's efforts to build this regional capacity through, *inter alia*, establishing UN-INSTRAW representative mechanisms (task forces, working groups, etc.);
- iii. In order to provide opportunities for training in all parts of the world, UN-INSTRAW will seek support from the private sector to strengthen its knowledge management system in order to reach more civil society actors, communities of practice and women leaders. The Web-based system for information-sharing will be expanded to include connections with other relevant knowledge networks.

VII. Targets for the 2008-2009 Biennium

24. UN-INSTRAW is an integral part of the UN system. It is an intergovernmental institute that undertakes activities at the direction of governments and in collaboration with the funds, programmes, agencies, offices and other institutes of the UN. The Institute's Executive Board is responsible for approving the work programmes and budget proposals of the Institute, in addition to providing guidance on the activities of the Institute, including resource mobilization. UN-INSTRAW is responsible for efficient implementation of the programme of activities and for responsible stewardship of contributions from government and the private sector. The Director has overall responsibility for coordinating and implementing the resource mobilization strategy.

Goals

25. During the balance of 2007, UN-INSTRAW will create the in-house capacity to implement the resource mobilization strategy

for 2008-2009, including establishing a fellowship for advocacy and public affairs.

26. Also by the end of 2007 the Institute will have made every effort to mobilize reliable commitments for at least 60% of core resources for 2008 from Member States.

27. Per the recommendation of its Executive Board, the Institute will continue discussions with the Office of Programme Planning, Budget and Accounts regarding a reassignment of Programme Support Costs for 2008.

Specific actions

- i. Organize meetings with selected Member States based on history of funding research and training activities, previous contributions to UN-INSTRAW, outstanding pledges, current and previous Board membership, etc.;
- ii. Issue regular communications with UN research and other academic institutions informing of the Institute's activities and inviting them to work jointly with the Institute on specific projects
- iii. Identify major donors and encourage them to make multi-year commitments to the Institute's core budget totalling \$500,000 (or 30% of the Institute's core budget) each year for 2008 and 2009;
- iv. Develop a specific strategy aimed at building a network of funding partners from the private sector for multi-year contributions to the core budget
- v. Identify one major gift of \$1million over two years (\$500,000 per year or 30% of the Institute's core budget);
- vi. Identify key private foundations and convene a circle of training and research partners who will make multi-year pledges to either the core budget or major elements of the 2008-2011 Strategic Plan;
- vii. With technical assistance from key partners, develop a communications strategy around the Strategic Plan aimed at attracting new government and private sector donors by

- viii. Recruit a university-based research group to undertake a mapping exercise of short-term and long-term prospective donors and set up a donor database;
- ix. With the support of the Executive Board, set up a working group for outreach, donor relations, donor profiles, communications and special events to support fundraising for high-profile, multi-year activities in areas such as women's political participation, migration and remittances and peace and security;
- x. Prepare high-quality branded discussion materials designed for presentation to funders;
- xi. Prepare a monitoring tool to track progress in reaching a prospective donor and to continuously evaluate efforts;
- xii. Invite experts in the system to conduct in-house training in grants management and donor relations;
- xiii. Prepare a forecast of costs - including travel, planned visits (not ad hoc), meeting times, publications - for the implementation of this resource mobilization strategy and submit it for the approval of the Executive Board;
- xiv. Apply for catalytic resources and planning grants.

VIII. Programme/Budget implications of the Resource Mobilization Strategy

28. The implementation of the present Resource Mobilization Strategy will require both time and human and financial resources. The following budget is presented as an example of the costs and does not imply modifications to the budget.

General Budget for implementation of recommended actions and for targets

Budget line	Description	Total for 2008-2009
Coordination and communication strategy	fund-raising strategy officer at 5,000/month	120,000
	fund-raising assistant at 2,500/month	60,000
Preparation of informative materials	design and printing of high-quality branded discussion materials and other promotional materials	100,000
High-level relations	meetings held with the Director (includes travel, per diems, and other travel-related costs)	120,000
Development of tools	monitoring tool to track progress	10,000
In-house training	training in grants management and donor relations	20,000
Total		430,000

IX. Conclusions

29. After having considered the Medium-Term Resource Mobilization Strategy for 2008-2009, **the Executive Board may wish to consider approving the Strategy so that the Institute may proceed with its implementation.**

30. In addition, **the Executive Board may wish to make suggestions as to the ways and means for the Institute to obtain the necessary funds for the implementation of the Medium-Term Resource Mobilization Strategy for 2008-2009.**