

Ministry of Foreign Affairs – Permanent Mission of Denmark to the UN in New York

Meeting in the Council for Development Policy on 24 June 2022

Agenda Item No. 5

- 1. Overall purpose:** *For discussion and recommendation to the Minister*
- 2. Title:** *Organisation Strategy for Denmark's Engagement with The United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN) 2022-2025*
- 3. Presentation for Programme Committee:** 28 April 2022
- 4. Previous Danish support to UN Women presented to UPR** 11 September 2018



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION

Strategy for Denmark's Engagement with
The United Nations Entity for Gender Equality and the
Empowerment of Women (UNWOMEN)
2022-2025



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Danish Organisation Strategy for UN Women

Introduction: As the United Nations entity dedicated to gender equality, UN Women, works to achieve the empowerment of all women and girls and the full enjoyment of their human rights. This is done through their unique triple mandate: 1) Normative – to support the formulation of global and regional standards and norms; 2) Operational – to help Member States implement these standards; and 3) Coordinating – to enable better delivery on its own commitments on gender equality and hold the UN system accountable.

Key results:

- Strengthen global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda, and continue to strengthen and expand the coordination mandate in and outside the UN system.
- Ensure that women lead, participate in, and benefit equally from governance systems.
- Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption, and leveraging innovation.

Justification for support:

- UN Women has unparalleled expertise in the promotion of gender equality and women's rights.
- UN Women has a unique mandate to support global gender equality norms.
- UN Women is responsible for coordinating UN efforts for gender equality.
- UN Women's programming and mandate addresses key Danish priorities and interests relating to irregular migration, human rights, the empowerment of women and addressing poverty.

How will we ensure results and monitor progress:

- Engaging strategically and constructively with UN Women at HQ, regional and country level.
- Monitoring and reporting Danish priorities based on UN Women's results framework.
- Conducting high-level annual consultations and actively participating in the Executive Board.

Risks and challenges:

- Insufficient funding for gender equality.
- Continuously identifying the most suitable entry points with regards to partners and processes where UN Women can maximise its influence while avoiding resource overstretch.
- Resistance from stakeholders to the pursuance of full gender equality.

File No.	2022-14830			
Responsible Unit	FNNY			
	<i>Mill.</i>	2023	2024	2025
Commitment		75	75	75
Projected ann. Disb.		75	75	75
Duration of strategy	2022 – 2025*			
Finance Act code.	§06.36.03.13			
Desk officer	Julie Juel Andersen			
Financial officer	Michael Blichfeldt			

*2022 contributions were granted as part of the 2019-2022 Organisation Strategy

SDGs relevant for Programme



Annual budget 2020 (updated figures available in September)

Regular resources	USD 200 million
Other resources	USD 285 million
Total	USD 485 million

Danish involvement in governance structure

- Active bilateral dialogue with UN Women at all levels, including the level of Minister and Under Secretary General.
- Active participation in Executive Board Meetings. Denmark participates in a rotation scheme to decide membership of the Executive Board coordinated in the Western Europe and Other donor group (WEOG). Denmark is a member in 2022 and will assume membership again in 2025.
- Denmark has annual high-level consultations with UN Women.

Strat. objectives

Building a gender-equal world by contributing to the achievement of the 2030 Agenda and to the achievement of women and girls-related Sustainable Development Goals.

Priority areas

1. Global norms, policies and standards including the SRHR agenda
2. Women's voice, leadership, agency and economic empowerment
3. Women, Peace and Security
4. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

Core information

Established: 2010
Headquarters: New York
Head: Sima Sami Bahous, Executive Director
Human Resources: 3455 total workforce (74% Women and 26% Men).
Country Presence: Six regional offices, seven liaison offices and 50 country offices.

1. Objective

This Strategy for Denmark's cooperation with the UN Women forms the basis for the Danish contributions to UN Women, and is the central framework for Denmark's dialogue and partnership with UN Women. It sets up Danish priorities for UN Women's performance within the overall framework established by UN Women's own strategy. In addition, it outlines specific goals and results vis-à-vis UN Women that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities. The strategy will align with UN Women's Strategic Plan 2022-2025 and form the basis of the Multilateral Partnership Agreement between Denmark and UN Women, which will enter into force in 2022 and cover the same period.

Denmark's organisation strategy for its partnership with UN Women is anchored in Denmark's Strategy for Development Cooperation, "The World We Share" and Denmark's Foreign and Security Policy Strategy 2022. According to the former *'the UN plays an important role in relation to Denmark's development policy priorities as the UN is a values-based community that guards the norms and frameworks for international rules-based cooperation, including the Sustainable Development Goals and human rights.'* According to the Danish Foreign and Security Policy Strategy, Denmark is working for *'a UN that gives Denmark a bigger voice in the world and makes Denmark safer.'*

2. The Organisation

Mission and Mandate: Created in July 2010 as part of reform efforts to ensure system-wide coherence and greater effectiveness, UN Women is the only UN organisation exclusively dedicated to the advancement of gender equality. UN Women has been tasked by the UN General Assembly to coordinate and accelerate the promotion of gender equality and women's empowerment through its threefold mandate: 1) Normative – to support the formulation of global and regional standards and norms; 2) Operational – to help Member States implement these standards; and 3) Coordinating – to enable better delivery on its own commitments on gender equality and hold the UN system accountable for this delivery. This threefold mandate uniquely positions UN Women to pursue comprehensive impact across a range of areas, both at the country, regional and global level. The organisation's work is guided by its [Strategic Plan 2022-2025](#), which aims to enable the achievement of gender equality, the empowerment of all women and girls, and the full enjoyment of their human rights.

Governance arrangement: UN Women is governed by and accountable to an [Executive Board](#), which is subject to the authority of the UN Economic and Social Council and provides inter-governmental support and oversight. The Board comprises 41 members representing the five regional groups of UN Member States. It meets three times a year to review and establish policies, approve programmes and decide on administrative and financial plans and budgets. UN Women is administered by an Executive Director appointed by the UN Secretary General.

Organisational structure: The headquarters in New York provides the global policy direction, normative work, management and administration of the organisation within the overall framework of promoting women's empowerment, rights and gender equality globally and among individual countries through a network of [six regional offices, seven liaison offices and 50 country offices](#). UN Women's six regional offices provide oversight and technical assistance to country offices, which lead the organisation's collaboration with host governments. The total workforce in UN Women is 3455, whereas 81% are field-based and 19% at HQ.

Finances and funding: UN Women relies almost entirely on voluntary funding including those channelled through inter-agency funding mechanisms. The organisation has seen an increase in revenue during the period of the previous strategic plan 2018-2021. UN Women's portfolio reached record high

levels in 2021 with a reported income of USD 556.3 million, exceeding their funding goal of USD 500 million for the third year in a row. Regular resources remained at the same level as in 2020 at approximately USD 165 million. The ratio of core to non-core funding was 30 %, meeting the threshold of the Funding Compact. More information on UN Women's budget is available in the latest [Annual Report](#).

Denmark is a top-donor to UN Women and ranked 12th in 2020. Denmark provides a near constant 6-7 per cent of UN Women's total annual core funding revenue. In 2021, Denmark's total disbursement to UN Women was approximately DKK 108.4 million, including DKK 75 million in core funding. In 2019 and 2020, Denmark's total disbursement to UN Women was approximately DKK 102 million per year.

3. Lessons learnt, key strategic challenges and opportunities

UN Women's work on upholding standards and creating an enabling environment in which every woman and girl can exercise their human rights and live up to their full potential has faced significant external challenges. The disproportionate implications of the COVID-19 pandemic on the lives and livelihoods of women and girls are witnessed across the world. From higher job losses, shrinking work hours and increased burdens of unpaid care and domestic work, to increased levels of sexual and gender-based violence against women and girls, the development gains of decades are halting or reversing in multiple areas worsening all aspects of gender inequality globally. The threat of reversing decades of progress can also be detected in the political climate in which UN Women operates, where a number of conservative states continue to pushback on the agenda, especially on issues linked to the SRHR agenda.

The latest [Multilateral Organisation Performance Assessment Network \(MOPAN\)](#) from 2017-18 found that UN Women has implemented significant changes to increase its organisational effectiveness and strengthen its capacity to meet current and anticipated needs since the organisation's first MOPAN assessment in 2014. Overall, UN Women has made notable contributions to improving gender equality and the empowerment of women especially through its normative and coordinating work. UN Women has established a strong strategic vision, aligned with and supportive of global agendas, including Sustainable Development Goal (SDG) 5. It has significantly improved its systems, processes and structures, as well as its focus on results. It continues to respond quickly to new demands and opportunities for policy dialogue and global coordination. A recent example of this, is UN Women's COVID-19 rapid response and recovery work.

A key finding from the MOPAN assessment is the discrepancy between UN Women's ambition and the weaknesses in its operational systems, which ultimately limits results. Challenges related to resourcing and capacity, especially at country-level, which limit effective operational activities including programme delivery and partnership engagement. This finding was also reported in feedback from the internal MFA UN Women Contact Group. Consultations with the Contact Group found difficulties and shortfalls of UN Women in securing adequate and stable staffing, especially at country-level, substantially limiting operational performance and the possibility of consolidation and scaling up projects. In line with this, a lack of transparency in the allocation of resources at country level remains a challenge. Furthermore, experiences of the organisation undertaking activities outside its mandate, thus shifting too far from UN Women's comparative advantage, which in the view of Denmark remains their normative and coordinating mandates were reported.

Funding for gender equality continues to face challenges. Funding for the area as the primary objective has stagnated and remains at 5% of bilateral allocable ODA. Under the Strategic Plan, UN Women plans to strengthen resource mobilization efforts including deepening partnerships with International Financial Institution (IFIs) to drive resources to gender equality, influence policies, and shape the flow of funding

towards their agenda. UN Women also plans to advance public-private partnerships, complimenting their efforts to increase national-level financing.

UN Women's Strategic Plan identifies lessons learned from the organisation's first decade, some of which address above mentioned challenges. This includes an ambition and plan for expanding partnerships, including with non-traditional partners as well as leveraging their coordination role to support gender mainstreaming within the UN system, including at regional and country level. Under the Strategic Plan, UN Women seeks to strengthen the mutually reinforcing links between their threefold mandate: the normative intergovernmental function, the UN system coordination role and the operational activities and to sharpen their focus on translating results into systemic and sustainable changes to ensure impact at scale.

4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark's partnership and dialogue with UN Women, based on the convergence between Denmark's and UN Women's strategic priorities as well as lessons learned from the ongoing partnership. Gender equality and the rights of women and girls are a crosscutting priority in Danish development cooperation aligned with *The World We Share*. It is an important element in creating opportunities, hope and worthy solutions. It contributes the objective of fighting the underlying cases of fragility, instability and conflict and creating sustainable alternatives to irregular migrations and displacement. Localisation - strengthening partnerships with national and local actors - will also be a key cross-cutting priority for Denmark, and aligns with UN Women's approach on gender-responsive localization.

With a particular focus on these areas and with the Danish human rights-based approach, Denmark will hold UN Women accountable for delivering on its stated commitments and advocate for further strengthening and prioritisation of the below listed areas in consultations with UN Women and its partners. In its partnership with UN Women, Denmark will emphasise the promotion of activities where UN Women has a unique comparative advantage, namely their normative and coordinating mandates and their advocacy and convening roles. This will be done in alignment with UN Women's own Strategic Plan and utilizing its accompanying Integrated Results and Resources Framework (IRRF).

UN Women's Strategic Plan identifies four thematic impact areas: (i) governance and participation in public life; (ii) women's economic empowerment; (iii) ending violence against women and girls; (iv) women, peace and security, humanitarian action, and disaster risk reduction. These four impact areas are complimented by seven 'systemic outcomes' (Annex I). Climate change is mainstreamed across thematic areas of UN Women's work, aligning with the Denmark's priorities for development cooperation outlined in *The World We Share*.

Annex II provides an overview of UN Women's strategic objectives, as well as impact and output indicators related to the below priorities.

The four priority areas for Danish core contributions to UN Women during the period 2022-2025 are:

1. Global norms, policies and standards on gender equality and the empowerment of women and girls, including the SRHR agenda
2. Women's voice, leadership, agency and economic empowerment
3. Women, Peace and Security
4. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

Priority Area 1: Global norms, policies and standards on gender equality and the empowerment of women and girls, including the SRHR agenda

Gender equality and ensuring the full and equal enjoyment of all girls' and women's rights is an enabler of sustainable development, reducing inequalities, strengthening resilience and social cohesion and creating more equal, democratic and peaceful societies. UN Women has unparalleled expertise in the promotion of gender equality and women's rights and a unique mandate to support global gender equality norms. This is reflected in systemic outcomes 1 and 3 of their Strategic Plan, entitled '*Gender responsive normative frameworks, policies and institutions*' and '*Positive Social Norms*'.

UN Women should remain a global thought-leader for human-rights-based and gender-responsive work on macro-economic policy; women's participation and empowerment in decision-making; and women's role in strengthening environmental, social and economic resilience of communities.

UN Women carries out important work in supporting global normative processes by convening stakeholders, including supporting international processes where Denmark is actively involved such as the Commission on the Status of Women, the Beijing Declaration and Platform for Action, the Generation Equality Forum, the gender-responsive implementation of the 2030 Agenda, as well as Security Council resolutions on Women, Peace and Security (WPS). Considering the push to roll back achievements on women's and girl's rights, including SRHR, it is key to Denmark that UN Women leads the promotion of these values by leveraging its global normative intergovernmental role and providing technical support to member states to strengthen global norms and standards.

Denmark engages with UN Women on this agenda as the co-lead of the action coalition on Bodily Autonomy (BA) and SRHR under the Generation Equality Forum launched in 2020 by UN Women. The coalition seeks to deliver concrete progress towards SRHR for all women and girls over the next 4 years through global cross-sectoral multi-stakeholder partnerships.

This priority area aligns with long-standing core priorities for Denmark and with the objectives outlined in Denmark's Strategy for Development Cooperation, *The World We Share*, in which gender equality and girl's and women's rights are cross-cutting priorities. The priority area and UN Women's focus on minority inclusion links directly to Denmark's longstanding leadership role on SRHR and the protection of marginalised groups' rights including LGBTI persons and indigenous peoples.

Denmark expects UN Women to deliver effectively on this area, including promoting an increase in partner's capacities to advance, design and implement national and local reforms, policies and strategies that promote gender equality. Denmark further expects the entity to support advancement of women's empowerment, increasing the number of policies addressing gender discriminatory practices and increasing the number of women and adolescents who make their own informed decisions on SRHR. UN Women should actively engage in UN system coordination mechanisms to drive progress on gender mainstreaming at the global, regional and country level. This links to expectations outlined in priority area 4, on ensuring effective coordination with other UN entities, particularly UNFPA, avoiding overlap and leveraging each entities' comparative advantage.

Priority Area 2: Women's voice, leadership, agency and economic empowerment

Women's economic and political empowerment contribute to increasing economic growth and creating more equal and democratic societies as well as preventing poverty, fragility, conflict and violence. The priority area links specifically to systemic outcome 4 and 5 of UN Women's Strategic Plan, on respectively: *Women's equitable access to services, goods and resources* with the objective of removing barriers to access and support women's participation in decision-making at all levels including the prevention and ending of violence against women and girls (VAWG); and: *Women's voice, leadership, and agency*, with the

objective of enhancing the number of women and girls who exercise their voice, agency and leadership, including through an enabling environment that supports women's and youth organizations, in all spheres of society.

UN Women works closely with governments and civil society to develop, implement and monitor standards for gender-responsive laws, policies and strategies to enable the effective implementation of these so they truly benefit women and girls worldwide. UN Women seeks to facilitate women's voice and agency in decision making processes at all levels, contexts and sectors, including on peace and security (see priority area 3), which also entails enhanced collaboration with civil society organizations and especially women's organizations. Sexual and gender-based violence (SGBV) is one of the key barriers to women's leadership and active participation in public life. It is key that UN Women supports the promotion of violence-free political processes and institutions.

Under systemic outcome 5, UN Women aims to continue its support to civil society and women's organisations, including through dedicated and flexible funding as well as advocating for civil society voices in intergovernmental spaces at all levels, including the annual CSW session. The support provided and advocacy undertaken by UN Women makes the organisation an important partner in supporting the development of governance systems and mechanisms that removes barriers for women's empowerment and support the active participation of women and girls at all levels.

This priority aligns with objectives of Denmark's Strategy for Development Cooperation, *The World We Share*, on supporting women's economic and political empowerment including through fighting SGBV, ensuring equal access to the labour market, quality education and participation in decision-making processes as well as ensuring a strong voice for an active, diverse and independent civil society. This builds on the assumption in *The World We Share* that gender equality and women's economic and political empowerment directly contributes to increased growth and more equal, free, safe, peaceful and democratic societies and as well as supporting the fight against poverty, fragility, violence and conflict.

Denmark expects UN Women to deliver on its ambition of increasing the number of partners that have increased capacities to promote gender-responsive legislation, initiatives that prevent, monitor, mitigate and respond to sexual and gender-based violence in the public and private sphere and the establishment of mechanisms and dialogues enabling meaningful and safe participation of gender equality advocates.

Priority Area 3: Women, Peace and Security

The full, equal and meaningful participation of women in issues related to peace and security is vital to establishing the conditions needed to ensure sustainable peace. UN Women provides support to Member States and the UN system to implement commitments on Women, Peace and Security (WPS), including with a focus on implementation by governments of national action plans on WPS. WPS figures as a priority under one of the four thematic impact areas in UN Women's Strategic Plan, namely *Women, Peace and Security, Humanitarian action and disaster risk reduction*. This impact area received the largest proportion of funding ie. 35 per cent of funds annually during the period of 2022-2025.

UN Women has a convening and coordinating role in the UN system in the area of WPS and provides leadership, knowledge sharing and advocacy support at regional and national levels. At the national level, UN Women supports countries to develop, implement, monitor and review their WPS National Action Plans (NAPs), providing coordination, technical expertise, guidance and tools as well as lessons learned and best practices. At the regional level, UN Women supports the creation of enabling environment for regional and sub-regional organizations to advance WPS objectives. At the global level, UN Women has the role as Secretariat of multiple organs in the WPS area, including for the WPS Informal Expert Group of the Security Council and the WPS Focal Points Network. UN Women partners with key actors on the agenda, including serving as chair of the UN Standing Committee on WPS.

As part of its WPS-related programmes, UN Women also works to protect the rights of women and girls by promoting access to justice and supporting accountability for sexual and gender-based violence. This includes UN Women's Justice Rapid Response programme which makes available experts with gender expertise including in sexual and gender-based violence to deploy to UN Commissions of Inquiry as well as investigations of the International Criminal Court, national human rights commissions and more. Denmark has provided DKK 6,4 million in funding for this initiative from 2021-2024.

Furthering accountability for sexual and gender-based violence in conflict aligns with Denmark's objective of enhancing women's full, equal and meaningful participation in peace processes. It aligns with the commitments in Denmark's National Action Plan on WPS, notably its third pillar on SGBV in conflict-affected and fragile contexts. It furthermore aligns with objectives of *The World We Share* as well as the general commitment to strengthening accountability efforts.

Denmark expects UN Women to deliver on its stated commitment to supporting women's full equal and meaningful participation, leadership and protection in relevant peace and security processes, including peace processes, conflict prevention, peacebuilding, peacekeeping, accountability and the rule of law. This should be delivered through UN Women continuing to leverage its unique coordinating and convening role, including by bringing together multiple actors for dialogue on WPS and NAPs. Denmark will emphasise UN women's advisory and convening role in delivering results under this priority area in its engagements with UN Women alongside Denmark's targeted support to furthering accountability for SGBV / sexual violence in conflict.

Priority Area 4: Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

As the Danish expectations relating to *Reporting and Audit; Monitoring & Evaluation; and Fraud, Corruption-related mismanagement and Counter-Terrorism*¹ are outlined in the Multilateral Partnership Agreement, this section will focus on other efforts aimed at enhancing organisational effectiveness and efficiency. Denmark expects UN Women to continuously enhance organisational effectiveness; engage in joint actions spanning analysis, planning and delivery; curbing all forms of corruption; and leveraging the potential of innovation; and ensure that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges.

This priority area aligns with objectives under UN Women's coordination mandate and is directly reflected in systemic outcome 7 in UN Women's Strategic Plan: *UN System coordination for gender equality and women's empowerment*. To strengthen its organisational performance, UN Women has identified the following four organisational effectiveness and efficiency outputs: i) enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment, ii) increased engagement of partners in support of UN Women's mandate, iii) high quality of programmes through knowledge, innovation, results-based management and evaluation and; iv) improved management of financial and human resources in pursuit of results. To achieve this, Denmark expects UN Women to have a capable, professional and ambitious leadership who can set out a clear direction for the organisation and that UN Women work towards attracting, retaining and deploying sufficient, diverse and highly qualified staff.

In line with the UN development system reform, Denmark also expects UN Women to continue to work closely with UN partners and other actors including national and local governments, civil society

¹ According to the Ministry of Foreign Affairs' internal Guidelines for Management of Danish Core (including Soft Earmarked) Support to Multilateral and International Organisations all Organisation Strategies must include a priority area that addresses the organisation's effectiveness, including institutional reform processes, adaptive management, efforts to combat corruption and misuse of funds and sexual exploitation and abuse.

organisations, the international financial institutions, and the private sector to achieve its objectives. In particular, Denmark expects UN Women to strengthen localization through partnering with national and local actors, including civil society organizations, whenever possible. In line with the One UN approach, Denmark expects UN Women to help ensure coherence and complementarity with other agencies including UNFPA and UNICEF, while avoiding overlap – particularly with regard to UN Women’s and UNFPA’s mandates and their normative roles to promote gender equality and protection of girl’s and women’s rights including SRHR. In response to the previously highlighted challenge with the organisation’s limited operational capacity, Denmark will advocate for an emphasis on UN Women’s comparative advantage as a normative and coordinating agency as an advisor and convener, including in its work with UN Country Teams under the leadership of the Resident Coordinators.

Under this priority area, Denmark will also closely follow UN Women’s work to tackle sexual exploitation and abuse and sexual harassment both within UN Women and in terms of engagements with UN system-wide initiatives. UN Women continues to work closely with the United Nations’ Victim’s Rights Advocate to advance and implement a victim/survivor-centered approach to sexual harassment in the UN system through the Gender Focal Points

5. Danish approach to engagement with the organisation

Doing Development Differently constitutes Denmark’s ambition to improve synergies between Danish multilateral and bilateral cooperation, use all the tools in the toolkit, including humanitarian, development, peacebuilding and climate related instruments, break down siloes and strengthen collective outcomes, improve monitoring of results as well as learn from best practices. Denmark’s engagement with UN Women will be based on the principles of DDD. This entails firstly, aiming towards a more holistic approach to and use of Denmark’s development instruments, including ensuring stronger cohesion between Danish missions and Copenhagen, multilateral and bilateral development assistance and various partnership instruments. Secondly, striving towards an adaptive approach with an increased emphasis on more effective use of lessons learned and available resources. These principles suggest opportunities for new programme synergies that are based on a more holistic and integrated model of development that address emerging challenges when creating more conducive conditions for desired development outcomes.

Based on the priority areas specified above, Denmark will continue to pursue an open and constructive dialogue with UN Women through its Permanent Mission in New York informed by an internal MFA Contact Group, which serves as forum for discussing and strategizing around the partnership, and in the context of the Annual High-Level Consultations between Denmark and UN Women. These consultations will be used to follow-up on the cooperation over the past year and discuss the way ahead, including with reference to key findings of the MOPAN assessment. Denmark will rely on UN Women’s own reporting, monitoring and evaluation systems for follow-up on priority areas including the annual reporting, specific programme and project reports as well as UN Women’s mid-term review of their Strategic Plan, this will be further outlined in the Multilateral Partnership Agreement between Denmark and UN Women.

Another platform for dialogue is the UN Women Executive Board meetings, where Denmark engages actively, even during years when Denmark is not a formal member. Denmark will also continue to cooperate closely with Nordic and other like-minded countries, including WEOG, regarding issues related to UN Women, through regular coordination meetings prior to important discussions and decision-making.

The engagement through dialogues with UN Women extends to the regional and country level (including the UN Women Nordic Office in Copenhagen), where Danish representations and MFA departments engage the organisation in discussions around its programming as well as its advocacy work. Efforts are made to facilitate information sharing among the different layers at which the MFA is engaging with UN Women (New York, Copenhagen and Danish representations at country-level), a.o. through the internal MFA UN Women Contact Group, which meets regularly to discuss issues pertaining to Denmark's collaboration with UN Women. In order to continue to strengthen coherence and synergies between various types of support (i.e. multilateral support and bilateral support as well as among Danish support for various multilateral organisation), periodic meetings with relevant MFA focal points as well as focal points engaging with UN Women via bilateral programmes will be held. In addition, feedback loops and quality assurance will be reinforced through contact groups when entering new bilateral partnerships.

6. Budget

Denmark remains a committed partner of UN Women and will continue to provide reliable and predictable funding for its activities and programmes. Denmark supports UN Women through its core contribution of DKK 75 million.

Danish contributions (core, soft-earmarked and personnel support) to UN Women 2022-2025*

Funding as stipulated in the Danish draft Finance Act for 2023 (DKK million)	Finance Act code	2022**	Planned 2023*	Planned 2024*	Planned 2025*
Total core funding:		75	75	75	75
Core funding	§06.36.03.13	75	75	75	75
Total contribution (core, soft earmarked and personnel support)		75	75	75	75

* Subject to annual parliamentary approval. Core incl. soft earmarked contributions follow multilateral guidelines. **2022 contributions were granted as part of the Organisation Strategy 2019-2022

7. Risks and assumptions

The below risks may negatively affect the implementation of the Strategic Plan and the realization of its ambition and pertain specifically to the Danish priorities specified in the above and include:

- Insufficient financing for gender equality
- Persisting structural barriers and unequal power relations that reproduce inequalities over generations, as well as discriminatory laws, policies, and practices
- A conservative pushback against women's and girl's rights, including against sexual and reproductive health and rights
- Shrinking space for civil society
- Continued complexity, violence and protracted nature of conflicts and crises
- Lack of regular production and limited use of gender statistics and weak statistical systems
- Risk of resource overstretch and UN Women's ability to collaborate effectively with other relevant UN entities at country- and regional level

Building on lessons learned from their first decade, the ambitions of UN Women's Strategic Plan can help mitigate the above risks. UN Women aims to revise its business model and organisational effectiveness and efficiency (OEE) framework, improving their ability to adapt to a changing external environment – a so-called 'UN Women 2.0'. This includes efforts to: i) deepen and expand partnerships,

using its global reach and voice to build broad-based support for the agenda; ii) diversify its funding strategy, including increased efforts to mobilize regular resources and identify new funding sources, through partnerships with the private sector and IFIs and beyond; iii) invest in standardized programme approaches, knowledge products, and service offerings to help scale UN Women's impact. Denmark will continuously monitor UN Women's progress on implementing these commitments under the Strategic plan. Denmark will furthermore support UN Women to stand firm on its mandate in the face of conservative pushback against gender equality and women's and girl's rights, including the advancement of SRHR, particularly through engagement in the Executive Board. Denmark will also continue to advocate for increased cross sectoral collaboration with other UN entities, civil society organisations and local partners at country- and regional level. The overall assumptions underpinning the plan is the availability of funding to effectively implement activities across all priority areas of the Strategic Plan.

Annex I: UN Women's thematic impact areas and systemic outcomes

STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights



Annex II: Danish priorities and monitoring

In full alignment with UN Women's own [results framework](#) Denmark will pay particular attention to the delivery of the outputs listed in the table below according to the indicators selected and presented in the table. The outputs are organised under the four thematic Priority Areas prioritised by Denmark with indicators under each of UN Women's overall outputs.

Priority Area 1: Global norms, policies and standards on gender equality and the empowerment of women and girls, including promoting the SRHR agenda		
Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework		
UN Women result area-level output	Indicator	Baseline and targets
Output 1. Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender-responsive laws, policies and institutions	0.1.e. Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi)sectoral strategies, policies and/or action plans (UNAIDS, UNDP) 0.1.f. Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (UNAIDS, UNDP, UNICEF, WHO)	Baseline: 692 Milestones: 2022: 535 2023: 544 2024: 553 Target 2025: 562 Baseline: 260 Milestones: 2022: 270 2023: 280 2024: 300 Target 2025: 310
Output 3. Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Positive social norms, including through engaging men and boys	0.3.d. Number of organizations/institutions with increased capacities to identify and/or address discriminatory behaviour and/or social/gender norms change (UNAIDS, UNFPA) 0.3.e. Number of draft policies with monitoring/reporting mechanisms developed by partners to address gender-based discrimination and/or combat gender stereotypes (UNDP, UNFPA)	TBD ² TBD
Priority Area 2: Women's voice, leadership, agency and economic empowerment		
Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework		
UN Women result area level output	Indicator	Baseline and targets
Output 4. Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's equitable access to services, goods & resources	0.4.a. Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (UNAIDS, UNDP, UNFPA, UNICEF, WHO) 0.4.e. Number of countries with multi stakeholder initiatives in place to prevent and respond to sexual violence including sexual harassment in public and/or private spaces (UNDP, UNFPA UNICEF, WHO)	Baseline: 814 Milestones: 2022: 892 2023: 958 2024: 1014 Target 2025: 1079 Baseline: 37 Milestones: 2022: 27 2023: 23 2024: 20 Target 2025: 19
Output 5. Changes attributed to UN Women in skills or abilities and capacities	0.5. c. Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society	Baseline: 1107 Milestones: 2022: 464 2023: 446

² Baseline, milestones and targets will be added by UN Women will be added later in 2022.

of individuals or institutions and/or the availability of new products and services contributing to Women's voice, leadership & agency	organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making (UNAIDS, UNDP, UNFPA, UNICEF) 0.5.f. Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) (UNDP, OHCHR)	2024: 500 Target 2025: 585 Baseline: 135 Milestones: 2022: 158 2023: 180 2024: 202 Target 2025: 224
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Priority Area 3: Women, Peace and Security

Relevant outcome indicators drawn from UN Women's Integrated Results and Resources Framework

UN Women impact area outcome	Indicator	Baseline and targets
Impact 4. Women, peace and security, Humanitarian & Disaster Risk Reduction (WPSH&DRR)	4.2 Percentage of women mediators, negotiators, and signatories in major peace processes (UNDP)	Baseline Mediators: 6% Negotiators: 13% Signatories: 6% (2019) Target 2025: Mediators: 8% Negotiators: 15% Signatories: 7%

Priority Area 4: Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework

OEE 1. Assuring an accountable organization through principled performance: <i>UN-Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.</i>	O1.8. Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR) O1.9. Percentage of UN-SWAP minimum standards met or exceeded (QCPR)	Baseline: 0 Milestones: 2022: 35% 2023: 40% 2024: 50% Target 2025: 8% Baseline: 94% Milestones: 2022: 88% 2023: 88% 2024: 88% Target 2025: 88%
OEE 5: Effective normative, programmatic and coordination products, services and processes: <i>UN-Women efficiently and effectively discharges of all business processes that advance integrated delivery of its mandate at HQ, Regional and Country levels, including through shared services.</i>	O5.5 Percentage of expenditure on programming with a focus on gender equality (QCPR) O5.6 Number and percentage of (i) joint evaluations; (ii) independent system-wide evaluations in which UN-Women engaged (QCPR)	Baseline: 100% Milestones: 2022: 100% 2023: 100% 2024: 100% Target 2025: 100% Baseline: (i) 9 & 21%; (ii) 1 & 2% Milestones: 2022: (i) 10 & 25%; (ii) 2 & 4% 2023: (i) 10 & 25%; (ii) 2 & 4% 2024: 100% Target 2025: 100%

		2024: (i) 10 & 25%; (ii) 2 & 4% Target 2025: (i) 10 & 25 %; (ii) 2 & 4%
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