Strategy for Denmark’s Engagement with The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) 2018-2022
1. Objectives and priorities ........................................................................................................ 4
2. UN Women’s mandate, organisation and funding ................................................................. 4
3. Key strategic challenges and opportunities ......................................................................... 6
   3.1 Relevance in relation to the development in international development context .......... 6
   3.2 Relevance and effectiveness of the organisation in relation to the international development and humanitarian agenda, and the organisation’s reform process to stay relevant and efficient .......... 7
   3.3 The relevance of the organisation in relation to Denmark’s priorities in development policy and humanitarian action .......................................................................................... 7
4. Priority areas and results to be achieved ............................................................................. 8
   Priority Area 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented .......... 8
   Priority Area 2: Women lead, participate in, and benefit equally from governance systems .......... 9
   Priority Area 3: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation ........................................................................ 10
5. Follow-up on Danish priorities ........................................................................................................ 11
6. Budget ......................................................................................................................................... 12
7. Risks, responses and assumptions ......................................................................................... 12
Annex 4: Danish priorities and monitoring ............................................................................... 13
Annex 2: Funding and key financial data ....................................................................................... 16
Annex 3: Field Presence – UN Women in the World ................................................................. 19
Annex 4: Visual representation of UN Women’s Integrated Results and Resources Framework ...20
Annex 5: UN Women Organogram ............................................................................................... 21
UN Women’s 3-fold mandate

1. Normative - to support the formulation of global and regional standards and norms
2. Operational - to help Member States implement these standards
3. Coordinating - to hold the UN system accountable for and enable better delivery on its own commitments on gender equality

Denmark supports UN Women because:

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

Key challenges for UN Women:

- Mobilising sufficient funds to reach its USD 500 million annual target needed to realize its mandate
- Continuously identifying the most suitable entry points with regards to partners and processes where UN Women can maximise it influence
- Resistance from stakeholders to the pursuance of full gender equality

Denmark will expect UN Women to:

- Strengthen global norms, policies and standards on gender equality and the empowerment of women and girls
- 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

Denmark will follow-up by:

- Monitoring and reporting on Danish priorities based on UN Women’s results framework
- Conducting annual strategic consultations
- Actively participating in the UN Women’s Board
- Engaging with UN Women at the HQ, regional, and country level
- Undertaking a mid-term review of the Danish strategy

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### Top ten core contributors 2018

- Sweden: 13%
- UK: 12%
- Switzerland: 12%
- Japan: 4%
- Australia: 4%
- USA: 6%
- Norway: 7%
- Denmark: 7%
- Finland: 8%
- Others: 27%

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### Danish contributions to UN Women 2017-2020

- Core Contributions in million DDK
- Contributions to UN Women’s Innovation Facility in DDK

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1. Objectives and priorities
This document outlines the Strategy for Denmark’s cooperation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) from this point referred to as the strategy. It is the central policy framework for Denmark’s dialogue and partnership with UN Women within the overall framework of UN Women’s own Strategic Plan 2018-2021. In addition, it outlines specific goals and results vis-à-vis UN Women that Denmark, in collaboration with like-minded donors, will pursue through its cooperation with the organisation. The Strategy will run in parallel with UN Women’s Strategic Plan while being six months staggered to allow for the full implementation and evaluation of the current strategic plan and the adoption of its successor. The Strategy is aligned with the Strategic Partnership Agreement entered into by Denmark and UN Women in 2017.

UN Women’s portfolio has grown from USD 216 million in 2012 to USD 369 million in 2017, requiring a significant scaling up of the organisation’s operational systems to enhance not only their policies, management and human resource capacity, but also their general presence and delivery. Denmark provides most of its support to UN Women at the global level as a contribution to the organisation’s core budget, indicating Denmark’s focus on UN Women as a critical normative and policy-setting organisation. In addition, Denmark provides significant contributions to UN Women’s programmatic work through bilateral programs. Denmark will seek to maintain its role as a key partner of UN Women during the period through close cooperation and dialogue on operational and normative issues.

The overall strategy for Denmark’s development cooperation and humanitarian action, The World 2030, has four strategic objectives – one of these has a specific focus on democracy, human rights and gender equality. The strategy also views the UN’s Sustainable Development Goals (SDGs) as a starting point. Of particular interest to the Danish cooperation with UN Women is SDG 5, which seeks to “achieve gender equality and empower all women and girls”. In addition, gender equality and the empowerment of women is evidently a key crosscutting priority to deliver on the 2030 Agenda. In this context, drawing on UN Women’s significant pool of expertise regarding gender equality and women’s empowerment, as well as their established capacity and ability to link global and national policy developments on gender issues, Denmark sees UN Women as an important integrator and agenda-setter.

In 2017, Denmark contributed DDK 60 million to UN Women in core resources and an additional DKK 3 million earmarked for UN Women’s Innovation Facility – a level expected to be sustained in the organisational strategy period. In addition to the core contribution, Denmark also provided an annual contribution to UN Women’s Innovation Facility. This support reflects the importance of fully ensuring the role of women in developing, delivering and monitoring the most effective responses to key development challenges.

The following two sections will provide the background for selecting these specific priorities by outlining Denmark’s view on UN Women as part of a broader multilateral system, including important challenges and key comparative advantages. Section 4 subsequently covers each of the three priority areas in greater depth, while section 5-7 presents the planned budget, follow-up mechanisms and risks, risk responses and assumptions relevant to this strategy.

While acknowledging that the core contributions to UN Women are un-earmarked, Denmark’s cooperation with UN Women is guided by three thematic priority areas with outcomes of particular importance:

1. A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented
2. Women lead, participate in, and benefit equally from governance systems
3. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

2. UN Women’s mandate, organisation and funding
The overall mission for UN Women is to work as a worldwide champion for women and girls by accelerating progress to meet their needs and ensuring their inclusion through the promotion of global standards for equality achievement.
Created in July 2010 as part of on-going reforms to ensure system-wide coherence and greater effectiveness, UN Women was formed through the merging of four UN entities working towards gender equality. Thus, UN Women was born out of UN reforms and is therefore uniquely positioned to promote the goals of system-wide coherence and “Delivering as One” through its coordination mandate.

The organisation 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 hold the UN system accountable for and enable better delivery on its own commitments on gender equality. This threefold mandate is very clear and endows UN Women with a unique mandate and institutional entry points to pursue a comprehensive impact across a range of areas, both at country, regional and global level.

Besides these five strategic outcomes, the Strategic Plan also outlines four operational priorities to ensure a more effective and efficient organisation during the period 2018-2021. These will be described later in this strategy.

In the Strategic Plan covering the period 2018-2021, innovation technology is prioritized as one of the “drivers of change” in pursuit of the following five strategic outcomes:

1. A comprehensive and dynamic set of global norms, policies, and standards on gender equality and the empowerment of women is strengthened and implemented;
2. Women lead, participate in, and benefit equally from governance systems;
3. Women have income security, decent work, and economic autonomy;
4. All women and girls live a life free from all forms of violence;
5. Women and girls contribute to, and have greater influence in, building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action.

In addition to its headquarters in New York, UN Women has established a regional architecture that includes six regional offices and 50 country offices located where UN Women is most operational. A recent evaluation of the regional architecture concluded that this organisational structure has increased UN Women’s overall ability to implement its threefold mandate through a strong presence in the field. This field presence, as well as their increasing programming portfolio, has led UN Women to invest heavily in its internal processes and systems. Results-based management has therefore been an organisational priority for UN Women. Its new project and budget management system can, while complying with UN standards, deliver reports tailored to individual donors tracking, for example, core contributions against outcomes in the Strategic Plan. The organisation has a very strong financial management system and, in line with the 2014 Multilateral Organization Performance Assessment Network (MOPAN) assessment, the 2016 Danish mid-term review found this to be one of the organisation’s greatest assets.

The bulk of UN Women’s funding (98%) comes from voluntary contributions from Member States and non-governmental partners, with the organisation receiving increased donor contributions almost every year since its founding. However, the current numbers are short of set funding targets. It is estimated that UN Women would need USD 500 million annually to be able to fully realise its mandate. In 2017, the organisation saw its largest income to date with 5% growth in core contributions and 16% growth in non-core contributions, totalling USD 369 million for the year (including assessed contributions) (see annex 1 for an overview of UN Women’s finances, including projected future revenue). Since 2014, core contributions have decreased whereas non-core contributions have increased, with core contributions making up 45% of the total in 2017.

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1. UN Women’s Strategic Plan references and brings together several international instruments and agreements, such as the Committee on the Elimination of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, and the 2030 Agenda’s Sustainable Development Goals.
3. Key strategic challenges and opportunities

In this section, UN Women’s specific relevance to Danish foreign, development and humanitarian policies is outlined. How Denmark sees the comparative advantages of UN Women in the broader multilateral system and how the organisation complements other aspects of Denmark’s international engagement is also outlined.

3.1 Relevance in relation to the development in international development context

From a worldwide perspective, women continue to suffer from widespread discrimination and a lack of voice and means. This not only constitutes a violation of their human rights but is also a continued obstacle for development. Evidence shows that gender equality, women’s empowerment and respect for women’s rights are fundamental prerequisites for sustainable development with implications in key areas such as economic growth, the advancement of good governance, education promotion, basic health assurance, climate change, and conflict and fragility. It is therefore important to support the effective implementation and further development of international agreements, as well as other applicable UN instruments, standards and resolutions.

UN Women is also uniquely positioned to examine crosscutting development challenges with gender aspects such as the intersectionality between poverty, gender and ethnicity. This is absolutely critical in ensuring the 2030 Agenda’s commitment to “leave no one behind,” as women, particularly those with disadvantageous identity markers, are generally left in the fray. According to UN Women’s mid-term review of its previous Strategic Plan, the organisation’s research-based knowledge products, such as the Progress of the World’s Women report, succeeded in influencing policymaking, but left a great deal of room to reach a greater number of policymakers, gender equality advocates and the media. More generally, the 2030 Agenda’s SDGs provide a unique platform to advance gender issues and women’s rights. UN Women’s mandate and Strategic Plan are fully aligned with both SDG 5, concerning gender equality, and gender as a crosscutting priority as highlighted in the 2030 Agenda. However, more work still needs to go into implementation support and efforts to catalyse the system, as well as advancing ways of measuring the impact of these efforts.

UN Women has proven to have significant policy impact at the country and international level, both as a global advocate and through coordination within the UN system. UN Women also supports the development of new goals and standards through its role as the secretariat for the Commission of the Status of Women (CSW), although this also requires a high level of impartiality and a cautious approach to pushing potentially contested normative agendas. Working with and on youth has also been a key priority for UN Women including the organising of a CSW specifically for youth and the appointment of youth focal points in UN Women’s civil society section.

At the time of writing, strong conservative forces are uniting to push back against progressive and women-centric advances in the realm of sexual and reproductive health and rights (SRHR), comprehensive sexuality education and the right of women to enjoy the same opportunities and support as men. While some countries have indeed made progress in these areas, the global discussion is increasingly polarised, including in the CSW. Some argue that other avenues, such as working more directly with regional and national actors, must be explored in order to find innovative modalities for discussing these issues with new partners in different formats.

Ensuring the continued inclusion of SRHR in the global agenda on gender equality remains a critical priority for Denmark, which is fully aligned with UN Women’s efforts to promote SRHR as part of its comprehensive approach towards gender equality. This includes ensuring that UN Women’s activities towards this objective are well funded - also if other donors reduce or discontinue their funding.

Essentially, UN Women grew from the civil society domain and works with more civil society organisations (CSOs) than any other UN agency. CSOs play an important role in both shaping and supporting UN Women’s normative agenda; however, CSO space is shrinking in many parts of the world, particularly those working on SRHR. This reduction in domain makes it crucial for the continuation of UN Women’s work on mobilizing, supporting and capacitating CSOs. Another important segment that UN Women is exploring includes ways to engage the private sector since private institutions are often uniquely positioned to play an important role in securing women’s empowerment and rights.
3.2 Relevance and effectiveness of the organisation in relation to the international development and humanitarian agenda, and the organisation’s reform process to stay relevant and efficient

UN Women’s Strategic Plan works across the humanitarian-development-peace nexus and the principles from the 2030 Agenda of “leaving no one behind” and “reaching the furthest behind” permeate the Strategic Plan and its objectives. At the outcome level, UN Women contributes to the implementation of the 2030 Agenda through activities covering various SDGs. UN Women’s mandate is particularly relevant for Denmark prioritisation of SDG5 on gender equality and empowerment of girls and SDG16 to promote peaceful and inclusive societies. However, other Danish priority SDGs such as SDG7 on access to sustainable energy and SDG13 on climate change have strong gender aspects of which UN Women plays an important advocacy role at both global and local levels. For example, UN Women monitors the implementation of the gender equality and women’s empowerment aspects of the Addis Ababa Action Agenda, the Paris Agreement on climate change, the Sendai Framework for Disaster Risk Reduction, the Quito Declaration on the New Urban Agenda and other recent intergovernmental outcomes. Denmark generally expects UN Women to work towards the objectives of the Grand Bargain and in alignment with the New Way of Working.

UN Women’s Strategic Plan is also guided by the resolution on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for the UN development system, which has reaffirmed the importance of gender equality, women’s empowerment and gender mainstreaming in both developing countries and settings of sudden or protracted crisis.

UN Women has managed to deliver on most aspects of its triple mandate. However, the 2014 MOPAN assessment\(^3\) stated that the UN Women coordination mandate is delivered unevenly at country-level on a range of issues, including those related to SRHR. This suggests that Denmark and other like-minded countries have been correct to encourage the UN Development System to strengthen joint analysis and programming. The 2016 Danish mid-term review identified difficulties in taking a lead coordination role in UN Country Teams due to UN Women’s relatively limited size compared to other UN entities. Under the current Strategic Plan period, UN Women will deepen its global UN coordination efforts for gender equality and women’s empowerment, including through its participation in the Executive Committee\(^4\), UN Development Group (UNDG) and other interagency mechanisms such as the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and the UN Country Teams’ (UNCT) Gender Scorecard.

In line with the 2015 Addis Ababa Action Agenda, UN Women will work to enhance multi-stakeholder partnerships, including the strengthening of its already strong collaboration with both CSOs and the private sector.

Results against Danish priorities are strongest in relation to UN Women’s contribution to strengthening global norms on gender equality and women’s empowerment. From an overarching perspective, while UN Women has made good operational progress at the outcome level – particularly concerning capacity building – structural impediments continue to limit progress for women’s rights in many places, often as a consequence of humanitarian and protracted crises and the proliferation of extremism and continued violent conflicts in some regions.

3.3 The relevance of the organisation in relation to Denmark’s priorities in development policy and humanitarian action

As outlined in Denmark’s Strategy for Development Cooperation and Humanitarian Action, Denmark works actively across the humanitarian-development nexus, which aligns well with UN Women’s overall approach to delivering on its mandate in all settings and contexts. Further, Denmark’s human rights-based development policy (HRBA) entails empowering women everywhere to realise their rights. It also places particular focus on the most marginalised and vulnerable, which links directly with UN Women’s objective of promoting “women’s full enjoyment of their human rights.”

Gender equality is mainstreamed in Danish development policy, as highlighted in the Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation, which underlines the importance of UN

\(^3\) A new MOPAN is currently underway

\(^4\) A newly established high-level coordination and policy body at the New York level comprising select principals advising the Secretary-General
Women’s relation to Danish development priorities. In regards to Denmark’s position as a strong global advocate of SRHR, UN Women plays a critical role. While the UN Population Fund (UNFPA) is the lead agency in promoting SRHR, UN Women plays an important supporting role by integrating SRHR as a key dimension when advocating for gender equality and women’s empowerment at the global policy level but also in its upstream and advisory work with governments at the country level.

Another focus area for UN Women is for both humanitarian action and peace and security interventions to be gender-sensitive and -responsive. UN Women supports the UN’s humanitarian agencies and UN peacekeeping operations in mainstreaming and strengthening their gender focus, which corresponds well with the focus on gender in Denmark’s Strategy for Development Cooperation and Humanitarian Action, as well as Denmark’s support to humanitarian action and peacekeeping operations. In humanitarian settings, UN Women’s mid-term review of its previous Strategic Plan noted a growing recognition of the need for gender-responsive approaches in humanitarian action, which has been driving increased demand for UN Women’s assistance in this area. UN Women now has humanitarian programmes in over 40 countries, and the humanitarian area was the organisation’s second largest programmatic area in 2017 constituting around 25% of the programmatic budget (from USD 3.4 million in 2012 to USD 27.2 million in 2017) including (increasingly joint) programmes covering empowerment, livelihoods, and cash-for-work for women. UN Women has reapplied for membership with the Inter-Agency Standing Committee, which is a key forum for coordination, policy formulation and decision-making for key actors in the humanitarian field. From the Danish perspective, UN Women has a vital role to play in the coordination and mainstreaming of gender equality issues everywhere, including those in humanitarian settings, so taking part in joint UN programmes where appropriate is important. Denmark expects UN Women to sustain a key advisory and advocacy role in inter-agency forums such as the cluster system and with the Humanitarian Coordinator.

Denmark’s bilateral cooperation is guided by a strong focus on women’s empowerment and rights, while UN Women’s platform for “upstream advocacy” – due to its global legitimacy and recognition – is often more effective than bilateral campaigning. This complementarity thus adds significant value to Denmark’s bilateral programmatic activities. UN Women has demonstrated particular impact when undertaking advocacy efforts through open and constructive dialogue with national and local authorities, and through the strengthening of civil society voices for gender equality.

Furthermore, UN Women coordination specialists have supported a range of key policy and reform processes within the UN System, including the development of new UNDAF guidelines, the Funding to Financing process, the SDG communications group and the Global Migration Group.

4. Priority areas and results to be achieved

Based on the analysis above, during the next four-year period, Denmark will focus its cooperation with UN Women on the three thematic priority areas detailed below. While Denmark stays fully committed to the Strategic Plan of UN Women as a whole, the priority areas are selected to highlight the most important UN Women outcomes from a Danish perspective. With a particular focus on these areas and, with the Danish human rights-based approach that emphasizes the humanitarian-development nexus as a frame of reference, Denmark will hold UN Women accountable for delivering on its stated commitments. This will be done in alignment with UN Women’s own Strategic Plans and utilizing its accompanying Integrated Results and Resources Framework (IRRF). UN Women will monitor progress on its Strategic Plan through two separate results frameworks: the Development Results Framework and the Results Framework for Organizational Effectiveness and Efficiency (OEE). A number of outcomes and indicators from UN Women’s IRRF relating to the Danish priorities have been selected and are included in Annex 3.

Priority Area 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

This priority area supports the objectives outlined in Denmark’s Strategy for Development Cooperation and Humanitarian Action on gender equality and the empowerment of women and Denmark’s focus on UN Women as a critical normative and policy-setting organisation in this context. This is a particular important priority area because; if a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented, then women and girls will be able to exercise their rights on an equal footing with men and boys and equally contribute to and benefit from
development, because i) governments and key stakeholders will have strengthened capacity to assess progress in the implementation of global normative and policy frameworks for gender equality and women’s empowerment; ii) evidence-based dialogue takes place amongst government and with civil society and other relevant actors and; iii) the development of global norms and standards is informed by substantive inputs and knowledge.

In Denmark’s view, UN Women has become 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. Generating solid evidence is a critical priority in this context and UN Women should ensure that it has the necessary capacity to produce and generate evidence on women’s and girls’ equality and empowerment. Denmark is generally satisfied with the professionalism with which these advances have been made and notes that UN Women now produces 10-12 key Secretary General reports per year and has proven to have a significant policy impact through coordination within the UN system. UN Women also served as the Secretariat of the Global Study on the implementation of Security Council Resolution 1325 on women, peace and security, which informed the Security Council’s high-level review. Therefore, UN Women is a critical partner for Denmark to break down gender stereotypes and structural barriers for women’s empowerment.

Throughout the years, UN Women has strengthened its role as a strong normative and advocacy partner of Denmark. It provides relevant evidence and perspectives for a range of intergovernmental processes and engages in dialogue with governments not living up to global norms, policies and standards on gender equality and the empowerment of all women and girls, including youth, and equality and non-discrimination of minorities including the LGTBI community. The focus on normative work is also prominent in UN Women’s Strategic Plan, where it is included as one of their main objectives and as a specific overall outcome. This includes a particular focus on the challenges faced by young women – some of which are very distinct from those faced by boys and men – such as lower school enrolment and labour market inclusion. Denmark would like UN Women to strengthen its reporting on its achievements in this area.

UN Women carries out important work in supporting global normative processes by convening stakeholders, building alliances and strengthening agreements on action. Crucially, UN Women supports international processes such as the Commission on the Status of Women and the implementation and monitoring of the 2030 Agenda, as well as gender equality agenda items of the General Assembly, the Economic and Social Council and the Security Council. UN Women also support Member States seeking to address gender perspectives in intergovernmental processes in thematic areas. Enhancing the capacity of stakeholders to assess progress and share experiences and lessons learned based on quality data and documentation are fundamental and integral components of this work.

Among the results UN Women is expected to deliver is an increase in the percentage of resolutions adopted by the General Assembly that integrate gender perspectives. They are also expected to increase voluntary national reviews to the High-Level Political Forum on Sustainable Development that integrate gender perspectives.

Priority Area 2: Women lead, participate in, and benefit equally from governance systems

This priority area supports the objectives outlined in Denmark’s Strategy for Development Cooperation and Humanitarian Action on inclusive and responsive governance systems based on the fact that if women lead, participate in and benefit equally from governance systems, then women and girls will be able to exercise their rights on an equal footing with men and boys and equally contribute to and benefit from development, because i) women’s full participation and leadership in political decision-making is ensured; ii) national plans, policies and budgets are gender-responsive; iii) better quality of gender data and statistics inform the development of effective and evidence-based policies; and iv) women’s access to justice provides accountability mechanisms for the enforcement of laws and policies.

This priority area covers UN Women’s work on participation and leadership; gender-responsive planning and budgeting; and access to justice and aligns with the organisation’s “operational mandate” aimed at helping Member States develop, implement and monitor standards and policies on gender equality. Therefore, UN Women has, in Denmark’s view, an important role to play in supporting the development of governance systems and mechanisms.
Most states have committed to international human rights instruments and agreements, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Universal Periodic Review and the Beijing Platform for Action, which clearly spell out their obligations to ensure gender equality and uphold the rights of women. However, such fundamental commitments are not always adequately reflected in national laws and practices. The support provided and advocacy undertaken towards national government by UN Women makes the organisation an important partner for achieving goals aligned with the Danish objectives of ensuring compliance with international agreements on gender equality and empowerment.

UN Women’s mid-term review of its previous Strategic Plan, 2014-2017, states that the organisation has made better-than-expected progress in supporting the adoption or reform of constitutions, legal frameworks and policies to advance women’s right to participate in decision-making, exceeding the targets set in the previous Strategic Plan. This means that, at the time of writing, 72 laws have been amended or adopted to strengthen women’s rights in 61 countries, with a combined population of 1.6 billion women and girls. However, when it comes to the number of countries with a gender balance (>40%) in the boards of electoral management bodies and the number of countries with gender equality committees in parliament, UN Women had not reached its targets in 2016.

Among the results expected for UN Women to deliver within this priority area is therefore an increase in the number of legislative frameworks that promote gender balance in elections and decision-making bodies as well as an increase in the percentage of women in the police, judiciary, prosecution services, military and corrections.

Priority Area 3: Continuously enhance 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 are all outlined in the Strategic Partnership Agreement (Annex 1), this section will focus on other efforts aimed at enhanced organisational effectiveness and efficiency. This is because if the UN system remains committed to continuously enhancing organisational effectiveness; engages in joint action spanning analysis, planning, delivery and documenting results; curbs all forms of corruption; and leverages the potential of innovation; and ensures that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges, then the system as a whole will be able to deliver results across a broad range of mandates and in a variety of contexts. This is because the world is changing and the UN must change with it seizing new opportunities and addressing new challenges.

UN Women is still a relatively new organisation, which must consolidate its organisational and financial set-up. It will, over the coming four years, be particularly important that contributions match programmatic priorities and goals; for this, more funds are needed. In addition to increased resource mobilisation, UN Women needs to continue to demonstrate clear and concrete results and show cost-consciousness, including through the optimisation of its field presence. The 2016 Danish mid-term review found that it has seen significant achievements relating to institutional development. To further strengthen its organisational performance, UN Women has included outputs regarding organisational effectiveness and efficiency in its Strategic Plan. It has also managed to deliver against most aspects of its triple mandate on operational activities, norm setting and UN coordination, in spite of slow progress in growing its revenue.

Under the current Strategic Plan 2018-2021, UN Women will explore new ways of leveraging interagency coordination mechanisms at the global, regional and country levels to ensure the effective inclusion of gender perspectives. It will also explore new ways of engaging partners in support of UN Women’s mandate, including through campaigns such as HeForShe, UNiTE to End Violence against Women and “Planet 50-50 by 2030: Step It Up for Gender Equality.” UN Women will also focus on translating more of its knowledge into impact-oriented knowledge products, utilize its new results management system to enhance reporting and use evaluations to push the organisation toward even better performance. UN Women also plays a key role in supporting the Secretary-General’s plan for gender equality in the UN, on-going efforts to address sexual harassment across the UN System, and UN efforts to curb Sexual Abuse and Exploitation. Denmark obviously

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5 The System-wide Strategy on Gender Parity covers targets and accountability; special measures; enabling environment; senior appointments; and mission settings.
expects UN Women to exercise a no tolerance policy towards all forms of sexual exploitation and abuse including sexual harassment.

Recent studies\(^6\) have shown that digital technologies are enablers of development and strong drivers for economic growth. Innovation technology is prioritised as a driver of change in UN Women’s Strategic Plan and UN Women is increasingly focussed on including technology in their work. In September 2017, UN Women created the Global Innovation Coalition for Change (GICC), which is an alliance of 22 partners that work to drive industry-wide action to make innovation and technology work better for women and girls. Innovation and digital technologies are also part of the Danish development strategy, with Denmark earmarking an annual contribution of DKK 3 million to the UN Women’s Innovation Facility, which is central to the Danish partnership with UN Women and complementary to Denmark’s other investments in the TechVelopment agenda. Denmark wishes to see a growing number of tangible technology projects taken to scale in the coming years as a result of the Danish investment over the past years including documentation of their impact and Denmark’s role in supporting the Innovation Facility. Denmark expects UN Women to continue to focus its efforts on policy and advocacy to support women as innovators and on developing environments in which they can innovate. To a lesser degree, they will also focus on developing products independently. With a contribution of DKK 3 million towards UN Women’s Innovation Facility in 2018, Denmark continues to be a dominating and stable donor when it comes to supporting innovation initiatives. Therefore, Denmark expects UN Women to be more vocal in its external communication with regards to the Danish lead in this field. After several consecutive years of contributing to the Innovation Facility, Denmark expects to see a growing number of technology solutions or approaches taken to scale in UN Women and their impact documented.

When it comes to its implementing partners, UN Women is very focused on avoiding fraud and has established an anti-fraud policy to maintain fiscal responsibility. Fraud or corruption has so far not been a problem for UN Women. To manage this risk in the future, they will have to continue to practise sound and transparent budget management. To this end, UN Women has committed to strengthening and maintaining cost-effective and transparent systems of financial management and accountability; supporting results-based budgeting of resources; timely allocation and distribution of budgets; and managing and reporting on financial transactions. UN Women’s budget is monitored through its IRRF as outlined in its Strategic Plan.

In the previous strategic period, an anti-fraud policy was drafted and is now in function. The policy includes enhanced mechanisms for whistle-blowers within UN Women or its partners, suppliers and vendors. UN Women’s new procedures require implementing partners to adhere to anti-fraud measures and for partner agreements to include clauses requiring cooperation with investigations.

5. Follow-up on Danish priorities

As one of its top donors, Denmark maintains a continuous and constructive dialogue with UN Women, which will be used to hold UN Women accountable and to follow-up on Danish priorities. Denmark will support UN Women in further strengthening and prioritising the above and, in the context of the mid-term review of the current Strategic Plan and the development of its successor plan, engage in regular dialogue on the progress made, particularly in connection with the annual consultations between Denmark and UN Women, held in New York at ministerial or ambassadorial level. Adding to this, Denmark will continue to conduct frequent, more informal consultations with UN Women and participate actively in its Executive Board, which meets three times per year.

Through its rotating membership, Denmark was on the Board in 2011-2012, 2015-2016 and 2016-2017. Even when not a formal member, as a large core donor and a recognised front-runner for gender equality, Denmark has a strong voice in board discussions. Denmark meets regularly with the Nordic and other like-minded countries to coordinate positions and share experiences and views on UN Women’s work. Furthermore, to promote results at country level and to ensure complementarity between Danish multilateral and bilateral development cooperation, Denmark will continue to engage with UN Women’s regional and country offices, and ensure the exchange of information between the Danish UN Mission in New York, bilateral representations and the central coordinating units within the Ministry of Foreign Affairs (MFA). In Copenhagen, the MFA maintains close contact with UN Women through its Nordic Liaison Office in the UN City.

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Denmark will rely on UN Women’s own reporting, monitoring and evaluation systems for reporting on the usage of core contributions and contributions to the Innovation Facility as outlined in the Strategic Partnership Agreement drawing on UN Women’s Annual Report, as well as UN Women’s own mid-term review of its Strategic Plan and other relevant documentation. The Danish UN Mission in New York will report on progress against these outcomes in accordance with the Strategic Partnership Agreement from 2017 by liaising with relevant entities in the MFA in Copenhagen and at country level. Based on this, Denmark will undertake a separate mid-term review of the present strategy in late 2019 or early 2020.

6. Budget
Denmark is committed to providing reliable and predictable core contributions to UN Women. In accordance with the 2018 Finance Act (subject to Parliamentary approval), the Danish contributions for 2019 and 2020 are planned to amount to DKK 63 million annually as was the case in 2018. DKK 60 million of the total amount will be granted as core resources, whereas DKK 3 million will be earmarked towards UN Women’s Innovation Facility. See annex 2 for additional information.

7. Risks, responses and assumptions
For UN Women to deliver on Danish priorities, the following risks and challenges should be mitigated. To counter risks more generally, UN Women will use its enterprise risk management framework as outlined in its Strategic Plan.

**Inadequate funding**: According to the 2016 Danish mid-term review, inadequate funding remains the main risk for UN Women’s ability to deliver effectively against its three-fold mandate. Slow progress towards reaching the critical milestone of USD 500 million budget per year has limited the organisation’s ability to support norm-setting and evidence-based advocacy at country-level. UN Women has developed a resource mobilisation strategy to address financial shortcomings, which Denmark will actively support.

**Resource overstretch**: Even if resource requirements are met, there is a risk of overstretch. UN Women’s universal mandate warrants a considerable field presence. It will be important, however, to organise its regional and country presence conservatively and strategically, relying on existing UN system field structures in alignment the UN development system’s ongoing reform outcomes. The same strategic approach has to be applied throughout operations when pursuing the crosscutting objective of gender equality in order to avoid mission creep. This is particularly relevant in terms of calibrating UN Women’s role in humanitarian responses as a much-needed upstream and advisory actor, rather than an implementer. UN Women is aware of this challenge and strives to be strategic in what it does and how it does it. The organisation has made efforts to be more focused and strategic in the development of the current Strategic Plan and in the institutionalization of multi-year country-level annual work plans.

**Resistance from stakeholders**: Recent years have seen an increased political push back on issues linked to gender equality and SRHR in particular. Debates at the UN and elsewhere have demonstrated that advocating women’s rights and, at times even defending existing agreements, can be difficult. The political environment is an important framework condition for UN Women, which is dependent upon the goodwill of its Member States when advocating for issues at the core of its mandate. To do this while avoiding political backlash, UN Women has to balance its advocacy role with its more neutral Secretariat role, which calls for a division of labour between CSOs and Member States. This will be a crucial component in securing adequate implementation of the 2030 Agenda and will require support from like-minded Member States like Denmark.
Annex 4: Danish priorities and monitoring

A validation exercise of UN Women’s result framework is on-going and may accordingly be slightly adjusted when first reporting on strategic Plan in 2019. The mid-term review of this strategy should take such adjustments into consideration and update this result framework accordingly.

Priority Indicators from the common chapter in the strategic plans of UNDP, UNFPA, UNICEF and UN Women and indicators relating to UN Reform

<table>
<thead>
<tr>
<th>Relevant outcome indicators drawn from the annex to the common chapter in the respective strategic plans, 2018-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>QCPR 11.d</td>
</tr>
<tr>
<td>Reflecting the renewed focus on, and the revision of, the UNDAF as the key strategic and operational document at the country level and with the new reporting mechanisms outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</td>
</tr>
<tr>
<td>QCPR 61.a</td>
</tr>
<tr>
<td>Reflecting the new financing commitments outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</td>
</tr>
<tr>
<td>Indicator on contribution to UNDS reform</td>
</tr>
</tbody>
</table>

Thematic Priority Area 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

<table>
<thead>
<tr>
<th>Relevant outcome indicators drawn from UN Women’s Integrated Results and Resources Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1 indicator 1</td>
</tr>
<tr>
<td>Baseline: 33% (2016)</td>
</tr>
<tr>
<td>Outcome 1 indicator 2</td>
</tr>
<tr>
<td>Baseline: 85% (2016)</td>
</tr>
<tr>
<td>Outcome 1 indicator 3</td>
</tr>
<tr>
<td>Baseline: 77% (2016)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relevant output indicators drawn from UN Women’s Integrated Results and Resources Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1: The capacity of stakeholders is strengthened to assess progress in implementation of the Beijing Platform</td>
</tr>
<tr>
<td>Indicator 1.2: Percentage of Member States expressing satisfaction with the support provided by UN Women for the annual session of the Commission on the Status of Women</td>
</tr>
<tr>
<td>Baseline: Available in 2018</td>
</tr>
<tr>
<td>Indicator 1.2: Number of countries supported by UN Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action</td>
</tr>
<tr>
<td>Baseline: 0</td>
</tr>
<tr>
<td>Output 2: Evidence-based dialogue is facilitated amongst</td>
</tr>
<tr>
<td>Indicator 2.1: Number of thematic briefings and dialogues convened by UN Women at the global level in preparation for intergovernmental processes</td>
</tr>
<tr>
<td>Baseline: 6</td>
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</tbody>
</table>
government and with civil society and other relevant actors in the context of intergovernmental processes

<table>
<thead>
<tr>
<th>Indicator 2.2: Number of dialogues convened and platforms created by UN Women for non-governmental organisations to contribute to global policy discussions</th>
<th>Baseline: 230 (2016) Target: 270 (2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes</td>
<td>Indicator 3.1: Number of intergovernmental processes where UN Women has provided substantive inputs to strengthen gender perspectives</td>
</tr>
</tbody>
</table>

**Thematic Priority Area 2: Women lead, participate in and benefit equally from governance systems**

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

<table>
<thead>
<tr>
<th>Outcome 2 indicator 1</th>
<th>Number of legislative frameworks that promote gender balance in elections and decision-making bodies</th>
<th>Baseline: 150 Target: 200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 2 indicator 4</td>
<td>Percentage share of women in the police, judiciary, prosecution services, military and corrections</td>
<td>Baseline: Police: 11% Judiciary: 32% Prosecution services: 26% Military: 8% Corrections: 18% Target: Police: 21% Judiciary: 38% Prosecution: 32% Military: 11% Corrections: 25%</td>
</tr>
<tr>
<td>Outcome 2 indicator 5</td>
<td>Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG indicator 5.6.1)</td>
<td>Baseline: 51.8% (2012) Target: TBD</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Output 4: More women of all ages fully participate, lead and engage in political institutions and processes</th>
<th>Indicator 4.2: Number of women leaders, candidates and aspirants with strengthened capacities to engage in political life, with UN Women’s support</th>
<th>Baseline: 4,000 Target: 24,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator 4.3: Number of gender equality initiatives developed and/or being implemented by parliamentary bodies (Legislative Parliamentary Committees/ Women Caucus/ Speaker of Parliament's Office/Secretariat of the Parliament), with UN Women’s support</td>
<td>Baseline: 125 Target: 285</td>
<td></td>
</tr>
<tr>
<td>Output 5: More national and local plans and budgets are gender-responsive</td>
<td>Indicator 5.1: Number of high-quality national gender equality action plans developed, costed and/or being implemented with UN Women’s support</td>
<td>Baseline: 38 Target: 50</td>
</tr>
<tr>
<td>Output 6: More and better quality data and statistics are available to promote and track progress of gender equality and women’s</td>
<td>Indicator 6.1: Number of national strategies for the development of statistics that integrate a gender perspective developed or implemented with UN Women’s support</td>
<td>Baseline: 19 Target: 35</td>
</tr>
<tr>
<td>Output 7: More justice institutions are accessible to and deliver for women and girls</td>
<td>Indicator 7.3: Number of women accessing legal aid with UN Women’s support</td>
<td>20,000 per year</td>
</tr>
</tbody>
</table>

**Thematic Priority Area 3: 3. Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation**

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

<table>
<thead>
<tr>
<th>Relevant output indicators drawn from UN Women’s Integrated Results and Resources Framework</th>
</tr>
</thead>
</table>
| **Output 1:** Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women’s empowerment | Indicator 1.1: Percentage of ratings of reporting entities that meet or exceed UN SWAP minimum standards | Baseline: 64%  
Target: TBC |
| **Output 2:** Increased engagement of partners in support of UN Women’s mandate | Indicator 2.10: Number of mentions of UN Women in the media | Baseline: 30,000  
Target: 42,000 |
| **Output 3:** High quality of programmes through knowledge, innovation, results-based management and evaluation | Indicator 3.1: Number of initiatives implemented in partnership with the private sector to scale up innovations that address the challenges faced by women and girls | Baseline: 3  
Target: 24 |
|  | Indicator 3.2: Number of UN Women offices and units that pilot or scale up digital innovations | Baseline: 3  
Target: 30 |
| **Output 4:** Improved management of financial and human resources in pursuit of results | Indicator 4.3: Percentage of feedback received from Member States on donor reports that are positive | Baseline: 85% (2016)  
Target: 85% |
Annex 2: Funding and key financial data
The total estimated revenue projected in UN Women’s integrated resources plan for 2018-2021 is USD 1.7 billion, which is solely based on voluntary contributions and does not include assessed contributions (of which UN Women receives a small portion amounting to approximately 2% of the overall budget for its Secretariat functions vis-à-vis the intergovernmental bodies). UN Women’s IRRF is divided into two parts, with a developmental objective and an organisational objective respectively. The bulk of the expected budget goes towards delivering development results, as USD 1.5 billion is allocated to this target over the Strategic Plan period. Another USD 200 million will be invested in organisational effectiveness and efficiency.

Since 2014, UN Women has experienced a larger share of non-core contributions compared to core contributions. In 2017, core contributions fell to 45% of the total contributions. Denmark’s contribution is primarily allocated to the core budget, with a small portion earmarked for innovation, which is in alignment with the recommendations of the 2016 Danish mid-term review and Denmark’s focus on UN Women’s global-, regional- and national-level advocacy and coordination work.

UN Women has set a goal of increasing the share of private contributions from 4% to 14% over the coming four years and of reaching the goal of 150 government donors contributing to its core resources.

**Danish Contributions to UN Women 2017-2020**
Subject to Parliamentary approval

<table>
<thead>
<tr>
<th>Preliminary Budget (million DKK)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Contributions</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Contributions to UN Women’s Innovation Facility</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Total</td>
<td>63</td>
<td>63</td>
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<td>63</td>
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</table>

**Total contributions to UN Women 2014-2017**

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</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources (Core)</td>
<td>160</td>
<td>164</td>
<td>180</td>
<td>136</td>
<td>180</td>
<td>142</td>
<td>200</td>
<td>146</td>
</tr>
<tr>
<td>Other Resources (Non-Core)</td>
<td>150</td>
<td>159</td>
<td>200</td>
<td>171</td>
<td>230</td>
<td>178</td>
<td>270</td>
<td>215</td>
</tr>
<tr>
<td>Total</td>
<td>310</td>
<td>323</td>
<td>380</td>
<td>307</td>
<td>410</td>
<td>320</td>
<td>470</td>
<td>361</td>
</tr>
</tbody>
</table>
TOP 20 GOVERNMENT CONTRIBUTORS TO UN WOMEN 2017 TOTAL RESOURCES (expressed in USD million)

1. Sweden: 27
2. United Kingdom: 9
3. Norway: 14
4. Japan: 17
5. European Commission: 22
6. Finland: 7
7. Switzerland: 23
8. United States of America: 8
9. Australia: 10
10. Denmark: 2
11. Canada: 8
12. Germany: 4
13. Netherlands (the): 4
14. Belgium: 2
15. United Arab Emirates (the): 1
16. Italy: 1
17. Republic of Korea (the): 1
18. Ireland: 2
19. Spain: 2

TOP 20 GOVERNMENT CONTRIBUTORS TO UN WOMEN REGULAR RESOURCES IN 2017 (expressed in USD million)

1. Sweden: 17.12
2. United Kingdom: 16.49
3. Switzerland: 15.97
4. Finland: 11.61
5. Denmark: 9.61
6. Norway: 9.01
7. United States of America: 8.50
8. Australia: 5.90
9. Japan: 5.48
10. Netherlands (the): 5.37
11. Canada: 5.16
12. United Arab Emirates (the): 5.00
13. Belgium: 4.65
14. Germany: 4.64
15. Republic of Korea (the): 3.99
16. China: 1.86
17. New Zealand: 1.78
18. Ireland: 1.59
19. Iceland: 1.41
20. Luxembourg: 1.36
Annex 3: Field Presence – UN Women in the World
Annex 4: Visual representation of UN Women’s Integrated Results and Resources Framework
Annex 5: UN Women Organogram