



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 (UN Women)
2018-2022



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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, the 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 its influence
- Resistance from stakeholders to the pursuance of full gender equality

Denmark will expect UN Women to:

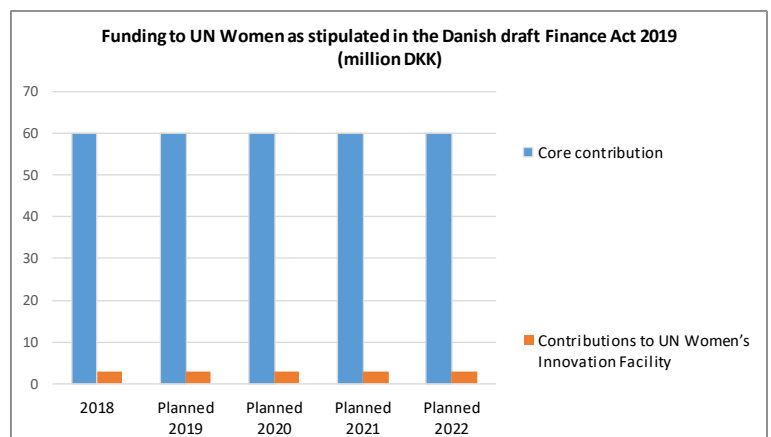
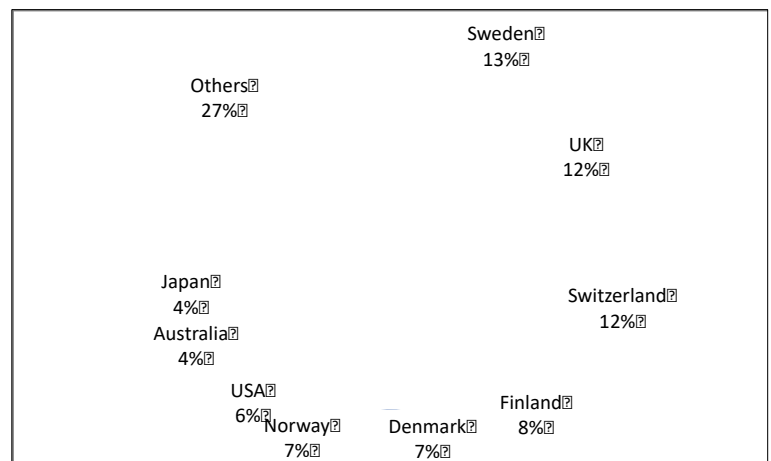
- Strengthen global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda
- Ensure that women lead, participate in, and benefit equally from governance systems
- Continuously enhance organisational effectiveness contributing to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

Denmark will follow-up by:

- 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 annual consultations and actively participating in the Executive Board
- Undertaking a mid-term review of the Danish strategy

Established:	2010
Headquarters:	New York
Country offices:	50 (and 6 regional offices and 7 liaison offices)
Human resources:	886 staff in 80 countries, including 6 Danish employees
Financial resources: In USD million (2017)	Core: 146 Earmarked: 215 Assessed: 8 Total: 369
Executive Director:	Phumzile Mlambo-Ngcuka
Executive Board sessions:	January/February; May/June; September
DK member of the Executive Board:	2011-2012; 2015-2016; 2016-2017

Top ten core contributors 2017



1. Objectives and priorities

This Strategy for Denmark's Engagement with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), *from this point referred to as the Strategy*, forms the basis for the Danish contributions to UN Women, and it is the central policy document guiding Denmark's dialogue and partnership with UN Women. It complements the Strategic Partnership Agreement between UN Women and Denmark by outlining specific goals and results that Denmark will pursue in its cooperation with the organisation beyond what is directly funded via earmarked contributions. To this effect, the Strategy establishes the Danish priorities for UN Women's performance within the overall framework established by UN Women's own Strategic Plan. 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 run in parallel with UN Women's Strategic Plan, 2018-2021, while being six months staggered to allow for the full implementation and evaluation of the current plan and the adoption of its successor. The Strategy is aligned with the Strategic Partnership Agreement between Denmark and UN Women (2017-2019), which entered into force in 2017, and will cover the period July 2018-June 2022.

Denmark's strategy for its partnership with UN Women is anchored in Denmark's Strategy for Development Cooperation and Humanitarian Action, [The World 2030](#), which highlights that, the UN, the World Bank and the regional development banks will be key actors in achieving the Sustainable Development Goals towards 2030, and that Denmark will prioritise an active partnership with the UN organisations whose mandate covers Danish priorities in terms of interests and values and where Denmark can contribute to advancing a global agenda. Denmark's Strategy for Development Cooperation and Humanitarian Action has four strategic objectives – one of these has a specific focus on democracy, human rights and gender equality.

Based 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. From a Danish perspective, it is also an important priority that UN Women work towards advancing sexual and reproductive health and rights (SRHR) globally as these rights are seen as prerequisites for achieving gender equality and the empowerment of women. As outlined in the Strategic Partnership Agreement for 2017-2019, Denmark is committed to providing predictable funding to UN Women, amounting to DKK 63 million in 2018. 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.

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 contributions to UN Women's work through bilateral programs at country level and for specific projects. Finally, Denmark provides funding for Cooperation in the Area of Human Resources, which includes the secondment of technical experts (e.g. JPOs and Senior Advisors) at both HQ- and field level to support the development activities of UN Women within prioritised areas of work agreed between Denmark and UN Women.

The following two sections will provide the background for selecting these specific priorities by outlining Denmark's view on UN Women within the 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. Global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda, are strengthened.
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

UN Women is the only UN organisation exclusively tasked dedicated to advancing gender equality and women empowerment and 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 standards¹; 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 the country, regional and global level.

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.

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 evaluation² 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 UN Women’s 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.

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. 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 the 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). In 2017, Denmark contributed DDK 60 million to UN Women in core resources and an additional DKK 3 million was earmarked for UN Women’s Innovation Facility – a level expected to be sustained in the organisational 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.

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.

² UN Women: Strengthening Organizational Structure for Delivering Gender Equality Results: Corporate evaluation of the Regional Architecture of UN Women, 2017.

period. 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. In 2017, Denmark was the fifth largest donor to UN Women’s core resources (13th in terms of non-core resources).

Denmark’s contributions to UN Women in million USD						
Year	Regular resources	DK's Regular Resources Ranking	Other Resources	DK's Other Resources Ranking	Total	DK's Total Ranking
2014	11.00	5 th	3.2	12 th	14.2	7 th
2015	8.80	5 th	2.10	13 th	10.90	9 th
2016	8.70	6 th	1.00	19 th	9.70	10 th
2017	9.61	5 th	3.32	13 th	12.93	10 th

Numbers from UN Women’s annual reports.

3. Key strategic challenges and opportunities

UN Women’s specific relevance to Danish foreign, development and humanitarian policies is outlined in the following sections as well as how Denmark sees the comparative advantages of UN Women within the broader multilateral system and how the organisation complements other aspects of Denmark’s international engagement. Denmark will actively work with UN Women to pursue strategic opportunities and address challenges through its funding; advocacy and policy-oriented engagement in the Executive Board and with the donor community, including like-minded donors; through broader political engagement in the multilateral system and through bilateral channels; and through secondments and technical assistance, including with Danish authorities.

3.1 Relevance in relation to the development in international development context

Denmark’s support to UN Women reflects the commitment in Denmark’s Strategy for Development Cooperation and Humanitarian Action to the Sustainable Development Goals (SDGs). UN Women’s mandate and Strategic Plan are fully aligned with both SDG5, concerning gender equality, and gender as a crosscutting priority in the 2030 Agenda. The 2030 Agenda’s SDGs provide a unique platform to advance gender issues and women’s rights. 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.

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.

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 organisation 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 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 should remain a critical priority, 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 for those working on SRHR. This reduction in domain makes it crucial for UN Women to continue its 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's 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 gendered aspects, where 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.

In accordance with the New Way of Working and Grand Bargain, UN Women has committed to working across traditional silos for collective outcomes, bridging the divides between the humanitarian and the development system. UN Women must help to fully ensure the role of women in developing, delivering and monitoring the most effective responses to key development and humanitarian challenges. Denmark expects UN Women to continue to implement its Grand Bargain commitments by ensuring humanitarian-development joined-up engagement in an integrated cross-cutting manner.

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 reaffirmed the importance of gender equality, women's empowerment and gender mainstreaming in both developing countries and in settings of sudden or protracted crisis.

UN Women has managed to deliver on most aspects of its triple mandate. However, the 2014 MOPAN assessment³ stated that the UN Women coordination mandate is delivered unevenly at the country-level on a range of issues, including those related to SRHR. Out of the six countries assessed in the MOPAN, the coordination mandate was found to be strongest in Kenya and Tanzania. The uneven delivery 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 for UN Women in taking a lead coordination role in the UN Country Teams due to the relatively limited size of the organisation 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

³ A new MOPAN is currently underway.

Committee⁴, 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.

Results against Danish priorities are strongest in relation to UN Women's contribution to strengthening global norms on gender equality and women's empowerment. 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 actualise their rights. It also places particular focus on the most marginalised and vulnerable, which links directly to 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 Women's relation to Danish development priorities. Regarding 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.

Global youth is a key stakeholder in Denmark's development cooperation as three out of four of an estimated 1.8 billion young people now live in a developing country. UN Women's commitment to youth inclusion is clearly stated in its Strategic Plan. UN Women will focus on development *for and by* young people across all its priorities and foster opportunities for young voices on gender equality and women's empowerment. Denmark will continue to assist UN Women in ensuring that this key constituency receives the focus and support it needs to leverage its potential as a positive change agent vis-à-vis the 2030 Agenda.

Another focus area for UN Women is for both humanitarian action and peace and security interventions to be gender-sensitive and gender-responsive. UN Women supports the UN's humanitarian agencies and UN peacekeeping operations in mainstreaming and strengthening their gender focus. UN Women 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. From a 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, and hence, Denmark supports UN Women taking part in joint UN programmes and performing 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.

⁴ A newly established high-level coordination and policy body at the New York level comprising select principals advising the Secretary-General.

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

4. Priority areas and results to be achieved

The 2018 adoption of resolution 72/279 on the repositioning of the United Nations Development System represents a milestone achievement. The aim of the reform is to strengthen the UN system's collective capability to support Member States realise the 2030 Agenda through greater efficiency, effectiveness, coherence and synergy. Denmark expects all parts of the UN Development System to support the adopted reform by implementing the provisions of resolution 72/279 loyally and in close and constructive cooperation with their sister agencies.

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 emphasising 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 1. Denmark will advocate for the further strengthening and prioritisation of the below areas in consultations with UN Women and its partners, particularly in connection with the mid-term review of the current Strategic Plan and the development of its successor plan.

Denmark expects UN Women to maintain evidence-based advocacy at the country level as a top priority and to take steps to ensure that this activity will always have sufficient funding.

Denmark expects UN Women (and the UN System as a whole) to stand firm on its principle of zero tolerance towards sexual exploitation and abuse and sexual harassment, and to implement the required institutional and cultural changes in a coherent and system-wide matter. As part of this, Denmark expects UN Women to have appropriate mechanisms and procedures in place to allow for complaints, reporting and investigation and to ensure support and protection for victims. Denmark sees a key role for UN Women here as this area of focus feeds into the heart of the organisation's mission since the victims are disproportionately women and girls and because of UN Women's unparalleled expertise in coordinating UN efforts for gender equality and in holding the UN System accountable for its own commitments on gender equality.

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

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 particularly 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. This will be possible *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 in the effort to break down gender stereotypes and structural barriers for women's empowerment.

Over time, UN Women has strengthened its role as a strong normative and advocacy partner to Denmark. It provides relevant evidence and perspectives for a range of intergovernmental processes and engages in dialogue with governments not currently living up to global norms, policies, and standards on gender equality and the empowerment of all women and girls, youth, *and* equality and non-discrimination of minorities, including the LGBTQ+ 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 – some of which are very distinct from those faced by boys and men – that young women face, such as lower school enrolment and labour market inclusion. Denmark calls for 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 supports 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. UN Women is 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. This is *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 the signatories' 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 governments by UN Women makes the organisation an important partner in 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%) on the boards of electoral management bodies, and the number of countries with gender equality committees in parliament, UN Women has not reached its targets.

Among the results within this priority area, which UN Women is expected to deliver on, is 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 correction services.

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, this section will focus on other efforts aimed at enhancing 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; 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 adapt accordingly, 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 delivering clear and tangible results while also demonstrating cost-consciousness, including through the optimisation of its field presence. The 2016 Danish mid-term review found that UN Women 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.

Cost-recovery efforts will also focus on the more effective, transparent and simplified use of the direct project cost approach. Various modalities through which program countries contribute to UN Women will also be reviewed and optimized, which is in line with Danish priorities. Denmark expects UN Women to continue to seek efficiencies in its operations as informed by performance metrics, business intelligence and other quantitative and qualitative measures. The focus should be on delivering as effectively and as appropriately as possible to recipients through the streamlining of processes also retaining transparency and accountability.

Under the current Strategic Plan, 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, utilizing 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 UN⁵.

In 2014, UN Women established an Innovation Facility, with Denmark as its main stable financial supporter, and innovation technology is prioritised as a driver of change in UN Women's current Strategic Plan. The objective of the Innovation Facility is to scan the horizon for new ways to address development challenges; award seed funding to initiatives that test or scale innovation; foster networks of innovation champions for knowledge sharing; and create new norms within UN Women to shift away from business as usual. This is central to the Danish partnership with UN Women and in complete alignment with Denmark's broader TechVeloPMENT initiative with a focus on mainstreaming innovation across the organisation. Furthermore, there is strong potential and mutual interest for technical collaboration and joint thought leadership around emerging technologies. Engagement with Denmark's Tech Ambassador presents an opportunity for joint advocacy and engagement.

⁵ The System-wide Strategy on Gender Parity covers targets and accountability; special measures; enabling environment; senior appointments; and mission settings.

A central part of UN Women's innovation work is to make innovation and technology work better for women and girls. Denmark expects UN Women to continue its efforts to support women as innovators and on developing environments in which they can innovate. With Denmark as its main financial supporter in terms of innovation efforts, Denmark expects UN Women to document its achievements and to significantly strengthen its communication about Denmark's role in supporting the Facility. Going forward and supported by its dedicated funding, Denmark will continue to encourage the promotion of innovation in the work of UN Women, whether through the testing of new approaches, operational delivery or other ways of challenging business-as-usual approaches. Funds should be prioritised to projects that have an aim of confronting perceived risks and based on lessons learned either be taken to scale or closed down. Specific indicators for this priority area are referenced in Annex 1.

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 three Danish priority areas, including in the context of the mid-term review of the current Strategic Plan and the development of its successor plan. Denmark will engage in regular dialogue on the progress made, particularly in connection with the Annual High-Level Consultations between Denmark and UN Women as agreed among the parties. These consultations will be used to follow-up on cooperation over the past year and discuss the way ahead. Another platform for dialogue is the UN Women Executive Board meetings, where Denmark engages actively, even in years when it is not a formal member. As a large core donor and a recognised front-runner for gender equality and women's rights, Denmark has a strong voice in Board discussions.

Denmark will also continue to cooperate closely with the Nordic and other like-minded countries regarding issues related to UN Women, including through regular coordination meetings prior to important discussions and decision-making. Finally, 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. Furthermore, Denmark will continue to 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.

Denmark will rely on UN Women's own reporting, monitoring and evaluation systems to report on the usage of core contributions and contributions to the Innovation Facility – as outlined in the Strategic Partnership Agreement, which draws on UN Women's Annual Report, 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.

6. Budget

Denmark remains a committed partner of UN Women, and will continue to provide reliable and predictable funding for its activities and programmes.

In 2018, the core contribution is planned for DKK 60 million, whereas DKK 3 million will be earmarked towards UN Women's Innovation Facility.

According to the 2019 draft Finance Act, the projected Danish contributions to UN Women for 2019, 2020, 2021 and 2022 are foreseen to amount to a total of DKK 252 million, covering the course of the current strategy, and including annual core contribution, and support for the Innovation Facility. Contributions will be provided on an annual basis, subject to annual Parliamentary approval.

Please consult annex 2 "Funding and key financial data" as well as the Strategic Partnership Agreement 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 with the UN development system's on-going 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 1: Danish priorities and monitoring

In full alignment with UN Women's own IRRF, Denmark will pay particular attention to the delivery of the outcomes listed in the table below according to the indicators selected and presented in the table. 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	
Relevant outcome indicators drawn from the annex to the Common Chapter in the respective strategic plans, 2018-2021	
<u>QCPR 11.d</u>	<p>% of UNCTs with Joint Work Plans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities.</p> <p><i>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.</i></p>
<u>QCPR 61.a</u>	<p>Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement.</p> <p><i>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.</i></p>
<u>Indicator on contribution to UNDS reform</u>	<p>Implement and comply with the mandates related to the entities of the UN development system contained in General Assembly resolution 72/279 of 2018 on the repositioning of the United Nations development system, in the context of the QCPR.</p>

Thematic Priority Area 1: Global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda, are strengthened;

Relevant outcome indicators drawn from UN Women's Integrated Results and Resources Framework		
Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework		
<u>Output 1:</u> The capacity of stakeholders is strengthened to assess progress in implementation of the Beijing Platform	<p><u>Indicator: 1.2:</u> 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.</p> <p><i>Note: This indicator relates to UN Women's critical upstream role in preparing the CSW, which is a Danish priority.</i></p>	<p>Baseline: Available in 2018 Target: TBD</p>
	<p><u>Indicator: 1.2:</u> Number of countries supported by UN Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action.</p> <p><i>Note: This indicator relates to UN Women's critical advocacy and support role at the country level to ensure global norms, policies and standards on gender equality and the empowerment of all women and girls with the Beijing Platform for Action as a critical entry point, which is a Danish priority.</i></p>	<p>Baseline: 0 Target: 90 (2021)</p>

<p>Output 2: Evidence-based dialogue is facilitated amongst government and with civil society and other relevant actors in the context of intergovernmental processes</p>	<p>Indicator 2.1: Number of thematic briefings and dialogues convened by UN Women at the global level in preparation for intergovernmental processes.</p> <p><i>Note: This indicator relates to UN Women's critical advocacy and support role to ensure global norms, policies and standards on gender equality and the empowerment of all women and girls in global Member State led processes and signals a commendable ambition to expand this work, which is a Danish priority.</i></p>	<p>Baseline: 6 Target: 52 (2021)</p>
	<p>Indicator 2.2: Number of dialogues convened and platforms created by UN Women for non-governmental organisations to contribute to global policy discussions.</p> <p><i>Note: This indicator relates to UN Women's critical role as a convener and platform for civil society engagement in global policy processes with a slight increase in an already prioritised domain, which is a Danish priority.</i></p>	<p>Baseline: 230 (2016) Target: 270 (2021)</p>
<p>Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global inter-governmental processes</p>	<p>Indicator 3.1: Number of intergovernmental processes where UN Women has provided substantive inputs to strengthen gender perspectives.</p> <p><i>Note: This indicator relates to UN Women's critical advocacy and support role in intergovernmental processes to ensure global norms, policies and standards on gender equality and the empowerment of all women, which is a Danish priority.</i></p>	<p>Baseline: 28 (2016) Target: 118 (2021)</p>

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		
Relevant output indicators drawn from UN WOMEN's Integrated Results and Resources Framework		
<p>Output 4: More women of all ages fully participate, lead and engage in political institutions and processes</p>	<p>Indicator 4.2: Number of women leaders, candidates and aspirants with strengthened capacities to engage in political life, with UN-Women's support.</p> <p><i>Note: This indicator relates to UN Women successfully developing the capacity of women to engage in policy processes at the national level, which is a Danish priority. The ambitious target is deemed to have significant catalytic potential to advance the gender equality agenda at the national level.</i></p>	<p>Baseline: 4,000 Target: 24,000</p>
	<p>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.</p> <p><i>Note: This indicator relates to UN Women successfully advocating for, and developing the capacity of parliamentary bodies to, draft and implement gender equality initiatives, which is a Danish priority. The target signals an ambitious increase in plans successfully supported.</i></p>	<p>Baseline: 125 Target: 285</p>
<p>Output 5: More national and local plans and budgets are gender-responsive</p>	<p>Indicator 5.1: Number of high-quality national gender equality action plans developed, costed and/or being implemented with UN Women's support.</p> <p><i>Note: This indicator relates to UN Women's ability to support national planning and implementation processes aimed at gender equality, which ensures local sustainability and ownership, which is a Danish priority. The 25% increase</i></p>	<p>Baseline: 38 Target: 50</p>

	<i>is deemed to be a realistic target given the time needed to engage meaningfully in such processes.</i>	
Output 6: More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment	<p>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.</p> <p><i>Note: This indicator relates to the importance of generating and disseminating good gender statistics within national systems to ensure transparency, accuracy and accountability including in the context of SDG reporting, which is a Danish priority. The ambitious target is commendable but also realistic as it aligns with broader SDG data aggregation agendas.</i></p>	Baseline: 19 Target: 35
Output 7: More justice institutions are accessible to and deliver for women and girls	<p>Indicator 7.3: Number of women accessing legal aid with UN Women's support.</p> <p><i>Note: This indicator relates to UN Women's ability to support women's access to legal aid, which is a critical enabler of women's empowerment and protection (which is a Danish priority) and an area where women are often significantly "left behind". The target aims at sustaining assistance provided to 20.000 beneficiaries per year.</i></p>	Baseline: 20,000 per year Target: 20,000 per year

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

Relevant outcome indicators drawn from UN Women's Integrated Results and Resources Framework		
Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework		
Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment	<p>Indicator 1.1: Percentage of ratings of reporting entities that meet or exceed UN SWAP minimum standards.</p> <p><i>Note: This indicator relates UN Women's ability to influence the broader UN System, which is a role where Denmark considers UN Women to have a particularly critical role as a "policy catalyst". Baseline data is needed to meaningfully assess progress against this indicator.</i></p>	Baseline: 64% Target: TBC
Output 2: Increased engagement of partners in support of UN Women's mandate	<p>Indicator 2.10: Number of mentions of UN Women in the media.</p> <p><i>Note: This indicator relates to UN Women's visibility and public awareness impact, which is critical for sustaining broad popular support to UN Women's work.</i></p>	Baseline: 30,000 Target: 42,000
Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation	<p>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.</p> <p><i>Note: Innovation and private sector engagement are Danish priorities and the ambitious increase in the number of initiatives implemented in partnership with the private sector to scale up innovations is in line with Denmark's expectations to see its support to innovation in UN Women being taken to scale.</i></p>	Baseline: 3 Target: 24
	<p>Indicator 3.2: Number of UN Women offices and units that pilot or scale up digital innovations.</p> <p><i>Note: Innovation is a Danish priority and the ambitious increase in the number of UN Women offices and units that pilot or scale up digital innovations is in</i></p>	Baseline: 3 Target: 30

	<i>line with Denmark's expectations to see its support to innovation in UN Women being taken to scale.</i>	
<u>Output 4:</u> Improved management of financial and human resources in pursuit of results	<p><u>Indicator 4.3:</u> Percentage of feedback received from Member States on donor reports that are positive.</p> <p><i>Note: Accountability for tax payers' money and results achieved is a key priority for Denmark and positively received donors reports are critical prerequisites for such accountability, for which a 85% satisfaction rate should be maintained.</i></p>	<p>Baseline: 85% (2016) Target: 85%</p>

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). 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. 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 2018-2022*

Funding to UN Women (2018-2022) as stipulated in the Danish draft Finance Act for 2019 (resources in DKK million)	2018	Planned 2019*	Planned 2020*	Planned 2021*	Planned 2022*
Core contribution	60	60	60	60	60
Contributions to UN Women's Innovation Facility	3	3	3	3	3
Total	63	63	63	63	63

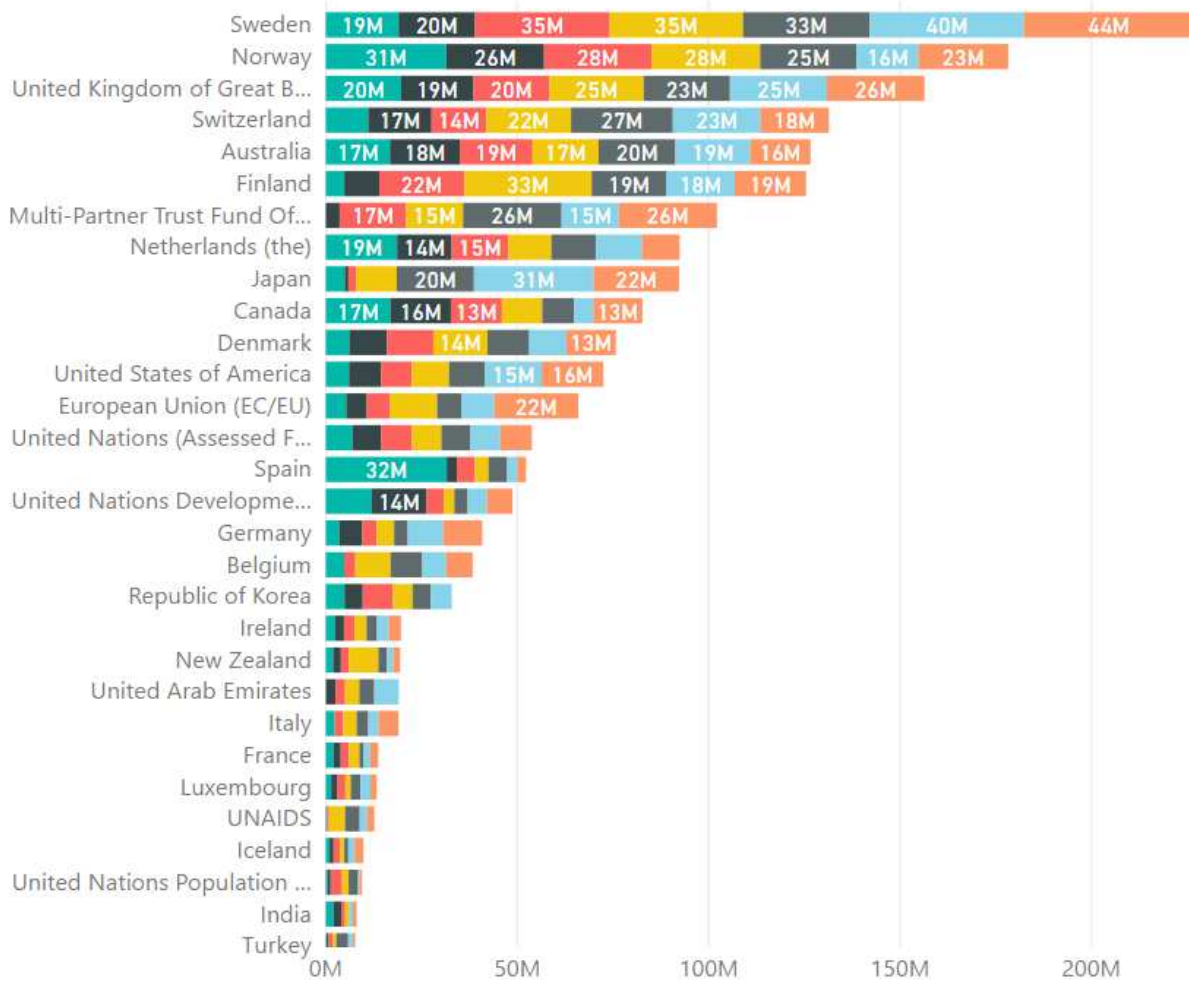
* subject to annual parliamentary approval.

Total contributions to UN Women 2014-2017

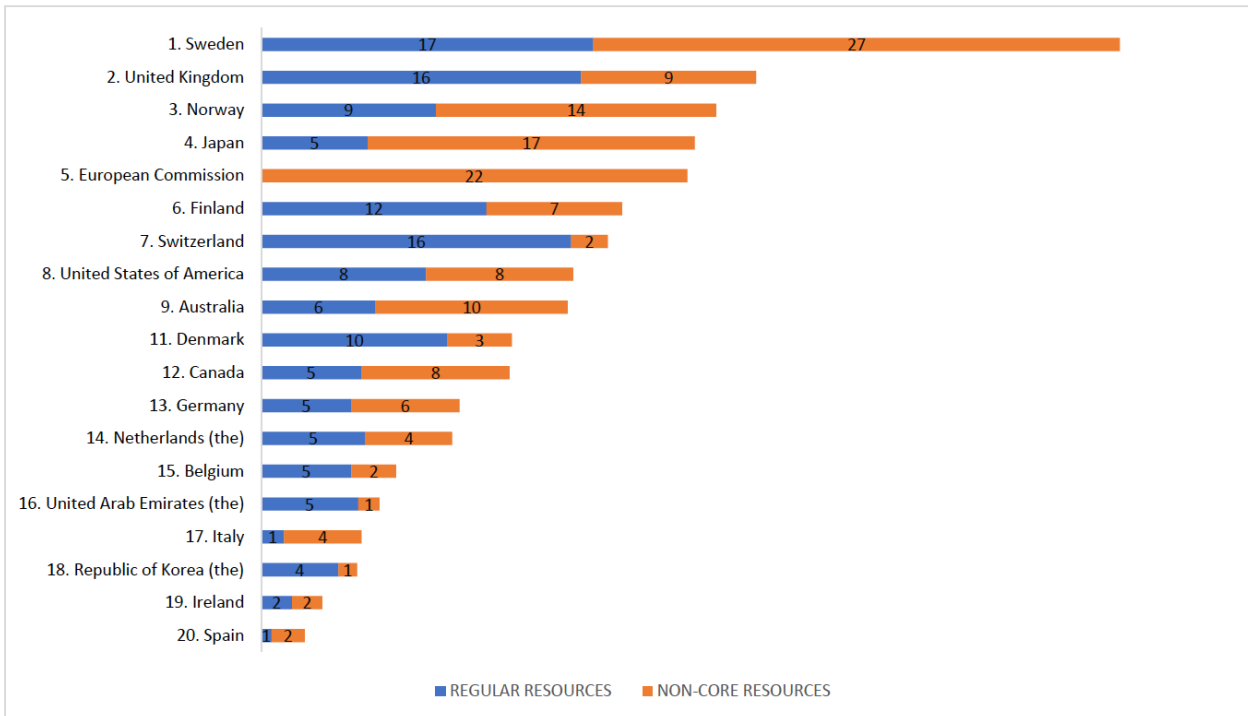
	2014		2015		2016		2017	
Resources (million USD)	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Regular resources (core)	160	164	180	136	180	142	200	146
Other Resources (non-core)	150	159	200	171	230	178	270	215
Total	310	323	380	307	410	320	470	361

UN Women Contributions by Donor and Year

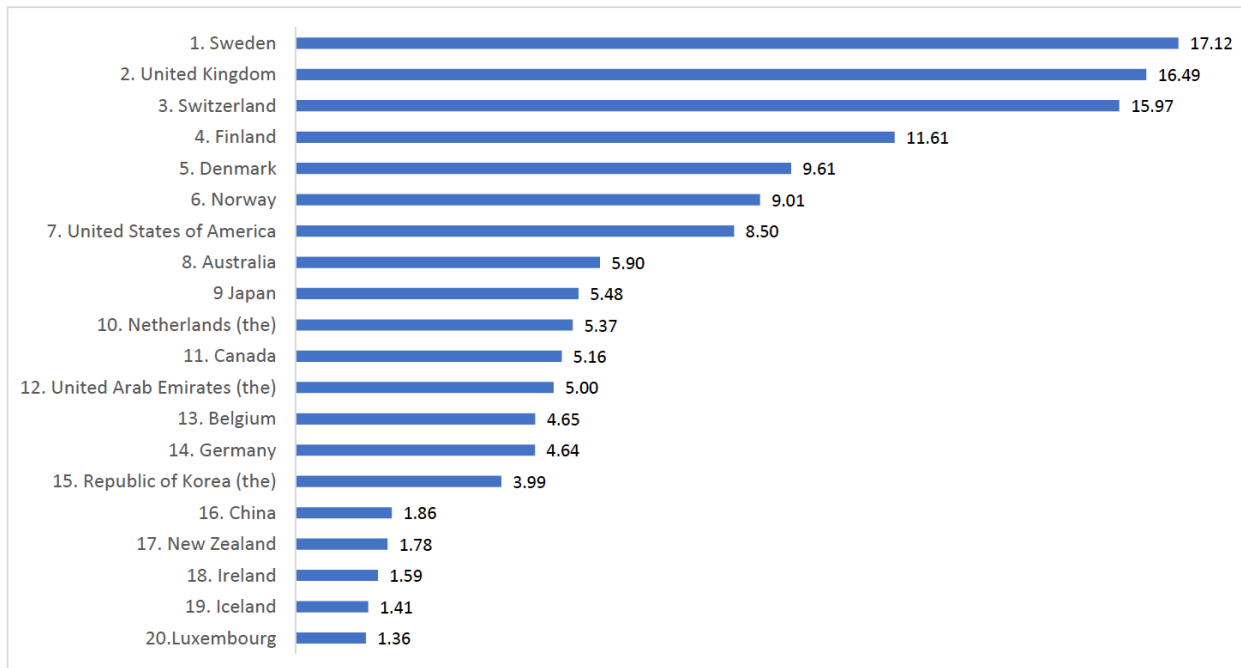
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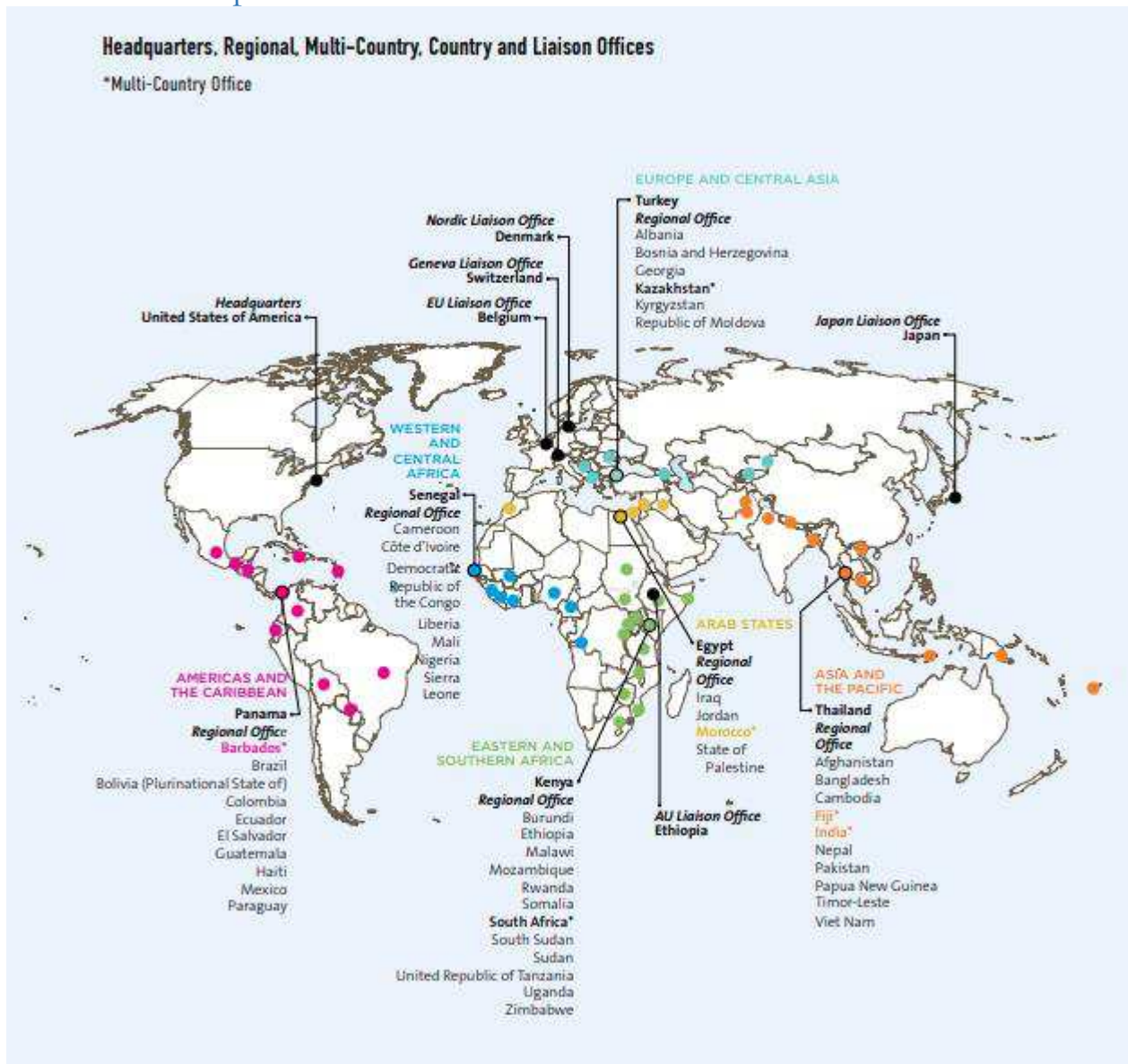
TOP 20 GOVERNMENT CONTRIBUTORS TO UN WOMEN 2017 TOTAL RESOURCES (expressed in USD million)



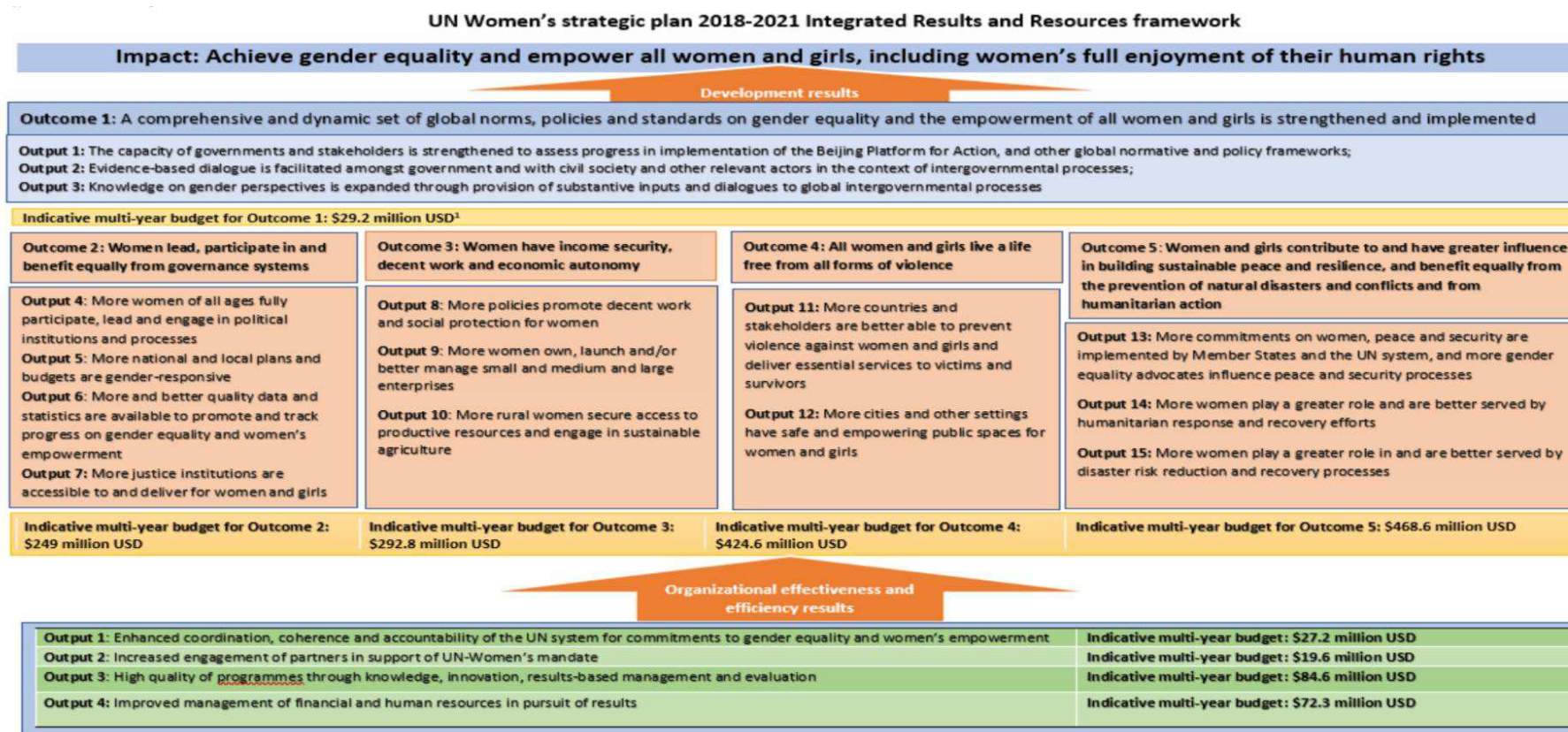
TOP 20 GOVERNMENT CONTRIBUTORS TO UN WOMEN REGULAR RESOURCES IN 2017 (expressed in USD million)



Annex 3: Field presence – UN Women in the world



Annex 4: Visual representation of UN Women’s Integrated Results and Resources Framework (IRRF)



Annex 5: UN Women organigram

