

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)**

2014-2018

May 2014

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 how to promote gender equality
- It has a unique mandate to support global gender equality norms
- It is responsible for coordinating UN efforts for gender equality

Key challenges for UN Women

- Mobilising sufficient funding to fulfil its mandate
- Resistance from stakeholders to the pursuance of full gender equality

Denmark will expect UN Women to

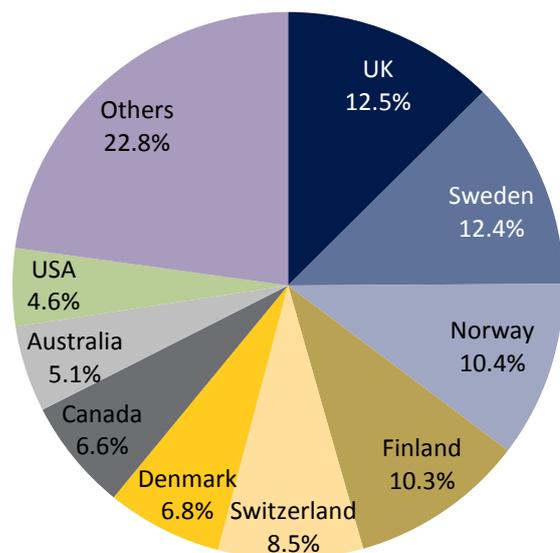
- Build capacity of stakeholders to promote and claim women's rights
- Strengthen global norms on gender equality
- Ensure a viable organisation and contribute to UN reform
- Promote sound budget management and fight corruption

Denmark will follow-up by

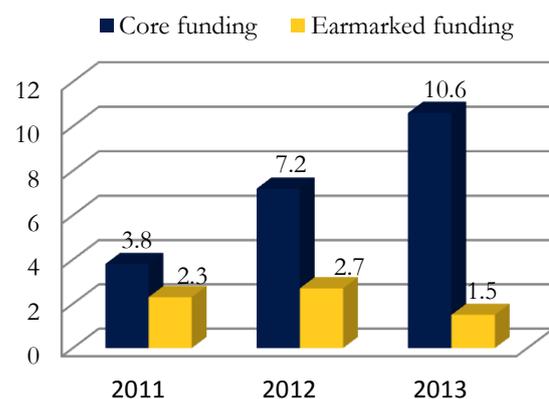
- Reporting on Danish priorities based on UN Women's results framework
- Conducting annual consultations
- Actively participating in the Board
- Engaging with UN Women at HQ, regional and country level
- Undertaking a mid-term review of the Danish strategy

UN Women	
Established	2010
HQ	New York
Country Offices	47 and 6 multi-country offices
Human Resources	657 staff, including 6 Danish employees
Financial resources, USD mil. (2013)	Core: 157 Earmarked: 118
Executive Director	Phumzile Mlambo- Ngcuka, South Africa
Executive Board (EB) Sessions	January/February; May/June; September
Denmark member of EB	2011-2012; 2015-2016

2013 UN Women Core Contributors



Danish funding UN Women, USD mil.



1 Objective and priorities

This Strategy for Denmark's Engagement with the [United Nations Entity for Gender Equality and the Empowerment of Women \(UN Women\)](#) forms the basis for the Danish contributions to UN Women, and it is the central platform for Denmark's dialogue and partnership with UN Women. It sets up Danish priorities for UN Women's performance in the overall framework established by UN Women's own Strategic Plan (2014-2017). Denmark will work closely with like-minded countries towards the achievement of these priorities. The Strategy will run in parallel with UN Women's Strategic Plan while being 6 months staggered to allow for the full implementation and evaluation of the current strategic plan and the adoption of its successor. The Strategy will thus run from July 2014 through June 2018.

The overall Strategy for Denmark's Development Cooperation, [The Right to a Better Life](#), states that "Denmark will strengthen its cooperation with the multilateral organisations and channel more funds through the multilateral system to promote Danish development policy objectives." This is based on the analysis that the multilateral organisations have important comparative advantages, especially within setting global norms and furthering universal human rights. [The Danish Multilateral Development Cooperation Analysis of 2013](#) outlines four focus areas for this strengthened cooperation: 1) Effective promotion of Danish strategic priorities, 2) Contribution to the post-2015 development agenda, 3) Support to multilateral reforms that enhance results and development impact, and 4) At country level, encourage cooperation and strengthen complementarity between multilateral and bilateral efforts. The present strategy will outline how this is taken forward in the Danish cooperation with UN Women while applying a human rights-based approach to development (HRBA) as described in the Right to a Better Life and the *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation*.

Four Danish Priority Areas for cooperation with UN Women 2014-2018 are identified:

- 1) Building capacity of stakeholders to promote and claim women's rights
- 2) Strengthening global norms on gender equality
- 3) Ensuring a viable organisation and contributing to UN reform
- 4) Promoting sound budget management and fighting corruption

The two following sections will provide the background for these areas by describing UN Women as an organisation and by analysing its strengths and challenges. Section 4 goes into more depth with each Priority Area, while the tools to follow-up are covered in Section 5. A budget for future Danish support is provided in Section 6, before the final section describes the most important factors that risks undermining UN Women's delivery on Danish priorities.

2 UN Women's mandate, organisation and funding

UN Women was created in July 2010 as part of the ongoing reforms to ensure system wide coherence and greater effectiveness of the UN system by merging four UN entities¹ all working with gender equality. The new organisation was tasked by the UN General Assembly to

¹ The Division for the Advancement of Women (DAW), the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI), and the United Nations Development Fund for Women (UNIFEM)

coordinate and accelerate the promotion of gender equality and women’s empowerment through its 3-fold mandate: 1) normative - to support inter-governmental bodies in their formulation of policies, global standards and norms, 2) operational - to help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society, and 3) coordinating - to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and help ensure that the UN system has the capacity it needs to meet those commitments.

In September 2013, the Member States through the Executive Board adopted the second [UN Women Strategic Plan](#) covering the period 2014-2017. The plan outlines six programmatic impacts:

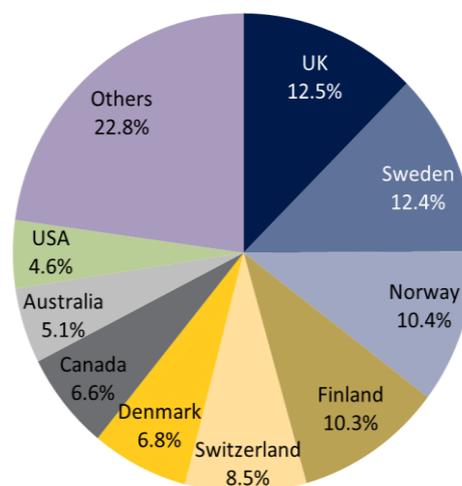
- 1) Women lead and participate in decision-making at all levels
- 2) Women, especially the poorest and most excluded, are economically empowered and benefit from development
- 3) Women and girls live a life free from violence
- 4) Peace and security and humanitarian action are shaped by women’s leadership and participation
- 5) Governance and national planning fully reflect accountability for gender equality commitments and priorities
- 6) A comprehensive and dynamic set of global norms, policies and standards on gender equality and women’s empowerment is in place and is applied through action by Governments and other stakeholders at all levels.

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In addition, the plan contains four operational priorities, including for UN Women to drive a more effective and efficient UN system coordination on gender equality and women’s empowerment.

Part of UN Women’s mandate is to catalyse and achieve impact with greater efficiency, leveraging existing resources and relationships in the United Nations system rather than duplicating existing agencies’ structures and processes. Efforts have been made to adapt its organisational structures accordingly, including through a review of the regional architecture in 2012 with a focus on decentralisation and maximising the impact of its financial

2013 UN Women Core Contributors



resources. This has led to the current setup where UN Women, besides its headquarter in New York, has six regional offices, six multi-country offices, 47 country offices and programme presence in an additional 30 countries (see Annex 2).

In 2013, UN Women received contributions amounting to USD 275 million which signified both a widening and deepening of the resource base. Although the proportion of earmarked funding has been rising, resources are still predominantly core, approximately 57 % in 2013 (See Annex 1 for more details). Fundraising has been a major challenge for the organisation in its first years in operation, and funding levels are still below the initial targets set. Furthermore, UN Women is quite dependent on a rather small number of large donors, in particular the Nordic countries (see figure above), making it vulnerable to shifts in political preferences.

2.2 Danish support to UN Women

Denmark has provided an increasing flow of core funding to UN Women since its creation. In 2013 the Danish core contribution reached DKK 60 million, making Denmark the sixth largest core donor (see Annex 1). Denmark also supports UN Women through earmarked funding at both headquarter level and in countries such as Afghanistan, South Sudan and Zimbabwe. These funds amounted to approx. USD 1.46 million in 2013. Denmark has contributed to the institutional establishment of UN Women through hosting its Nordic Liaison Office in the UN City in Copenhagen, and by March 2014 Denmark also seconded two Danish multilateral advisors to UN Women. In all, six Danes are currently employed at UN Women in New York, Copenhagen and Country Offices.

3 Key strategic challenges and opportunities

3.1 Relevance to the international development context

Women worldwide continue to suffer from widespread discrimination and a lack of voice and means. This constitutes first and foremost a violation of their human rights and secondly an 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, advancing good governance, promoting education, ensuring basic health, combatting climate change and tackling conflict and fragility.

In an often politically sensitive environment it is therefore of the utmost importance to support the effective implementation and further development of international agreements such as the [Beijing Declaration and Platform for Action](#) and the [Convention on the Elimination of All Forms of Discrimination against Women](#) (CEDAW), as well as other applicable UN instruments, standards and resolutions, including the Programme of Action of the International Conference on Population and Development and UN Security Council Resolution 1325 on Women, Peace and Security. These issues are at the heart of UN Women's work.

At the same time, new goals and standards have to be set. UN Women supports this through its role as secretariat for the [Commission of the Status of Women](#) (CSW) and its engagement in the discussions on [the post-2015 development agenda](#). UN Women advocates for a goal on gender equality and for mainstreaming gender throughout this new agenda. The fruits of this

effort will set important parameters for the work of UN Women since the organisation will, as with the current Millennium Development Goals (MDGs), play a central role in supporting action on and monitoring progress of the gender dimension in the post-2015 framework.

3.2 Synergy with Danish development priorities

The Danish human rights-based approach (HRBA) to development entails empowering women everywhere to realise their rights, while placing particular focus on the most marginalised and vulnerable through addressing the underlying power relations that give rise to inequality and discrimination.

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- It has unparalleled expertise in how to promote gender equality effectively
- It has a unique mandate to support global gender equality norms
- It is responsible for coordinating UN efforts for gender equality

UN Women is a key strategic partner in pursuing these objectives. As stressed in its Strategic Plan, UN Women's global mandate is inherently human rights-based, with an emphasis on promoting women's voices, mutual accountability and fighting discrimination in line with the principles established in the [Common Understanding on HRBA among UN Agencies](#). Furthermore, UN Women promotes HRBA across the UN system, with a focus on gender equality, through its interagency coordination role.

This is supported at the operational level by capacity building of stakeholders, including through strengthening the voices, access and influence of civil society actors, and providing technical support to governmental and other key institutions at national and regional levels. At the same time, UN Women works to ensure accountability through mechanisms such as transparent gender-responsive budgeting approaches.

Since gender equality is mainstreamed in Danish development assistance, the work of UN Women has significance across priorities. Sexual and reproductive health and rights (SRHR) is of particular importance. While the [UN Population Fund \(UNFPA\)](#) is the lead agency in promoting this, UN Women plays an important supporting role by integrating SRHR as a key dimension when advocating for gender equality and women's empowerment. Another area of focus is for both humanitarian action and interventions for peace and security to be gender sensitive and responsive. UN Women supports the UN's humanitarian agencies and UN peacekeeping operations in mainstreaming gender concerns, which corresponds well with the focus on gender in the [Strategy for Danish Humanitarian Action 2010-2015](#) and with the role of the Danish Foreign Minister as a global champion for ending sexual violence in conflict.

3.3 Synergies with Danish bilateral development cooperation

While UN Women does not have as wide a field presence as other UN agencies, it has the potential to be an important partner for Denmark in select countries. Gender equality and women's rights are issues that touch upon societal and cultural values and traditions that are often politically sensitive. As a UN entity, UN Women has a global legitimacy that enables it to engage with local actors on these issues in a way that supplements and supports Danish bilateral cooperation. This complementarity is greatest, when UN Women undertake advocacy

efforts, including through an open and constructive dialogue with local authorities and strengthening the voice of civil society for gender equality.

3.4 Performance and results

Having only been in operation since 1 January 2011, the evidence on UN Women's performance and results is still somewhat scattered. Thus, it was not evaluated in the Danish Multilateral Development Cooperation Analysis of 2013 as this was judged to be premature, and the 2014 assessment by the [Multilateral Organization Performance Assessment Network \(MOPAN\)](#) will be the first of its kind for UN Women. Recently however, it was assessed in the update of the [British Multilateral Assessment Review \(MAR\)](#). The organisation was benchmarked against the biggest of its four predecessors, UNIFEM, and was judged to be among the top reformers in terms of progress since the MAR of 2011. However, as also shown by other less rigorous reviews, more needs to be done to strengthen results based management and to consolidate its organisation and field structure. One of the biggest immediate challenges facing UN Women is the rather precarious funding situation as described above.

Some of these points are echoed in reports from UN Women's own Evaluation Office (see 5.1 below). These evaluations have shown UN Women efforts to be highly relevant within areas such as gender responsive budgeting and ending violence against women, but have also raised issues pertaining to delivering a clearer understanding of how UN Women's interventions contribute to results; the conceptual weaknesses in linking the normative and operational work; the need for thorough analysis of the political economy at country level and adaptation to these contexts; and lack of the relevant skills and capacities.

At country level, Danish representations in developing countries highlight several strengths of UN Women, in particular its wide network and good dialogue with host country governments as well as with civil society actors. However, the representations also point to the weak institutional capacity of UN Women at country level for example with regards to deploying the right staff. Also, it is found that UN Women is too often involved in direct implementation of projects on the ground rather than undertaking a more facilitative role.

Despite the constraints mentioned here, evidence suggests that UN Women has made a difference. As an example, elections supported by UN Women have led to a significant larger representation of women, and several programme countries have increased budget allocations for gender equality following UN Women advocacy and technical support to governments. On the international scene UN Women has facilitated the adoption of agreed conclusions at the 57th (on ending violence against women and girls) and the 58th (on the MDGs and the post-2015 development agenda) sessions of the CSW after the unfortunate break-down of the negotiations at the 56th session in 2012. UN Women also played a leading role in the adoption of the [UN System Wide Action Plan \(UN-SWAP\) on Gender Equality](#) by the United Nations Chief Executives Board for Coordination in 2012.

According to the UN Women annual report for 2012, 23 out of 29 indicators in the Strategic Plan for 2011-2013 were already reached. Significant progress was achieved on three indicators, while the remaining three were off track skewed towards those within its coordination mandate.

On 12 indicators the score by the end of 2012 not only surpassed the target for 2013 but also the one for 2015, highlighting the need for selecting realistic yet ambitious targets.

UN Women has taken on board the recommendations given and the lessons learned since 2011 in developing its new Strategic Plan and the associated results frameworks, which includes clearer results chains, indicators, targets and baselines and stronger links between outcomes, outputs and indicators. Steps have also been taken to strengthen the quality assurance process for country programmes with a stronger support system through the new regional offices. UN Women is currently completing the recruitment of regional planning and coordination officers and rolling out a programme of capacity development for staff on results-based management. Furthermore, with regards to project implementation at country level, UN Women has underscored that this is only to be employed as a catalytic modality to leverage longer-term systemic change, efforts that could also contribute to establishing a stronger link between the normative and operational mandate of UN Women.

4 Priority Areas and intended results of Danish support (2014-2018)

Based on the analysis above, Denmark will over the coming four year period focus its cooperation with UN Women on the four 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 priorities from a Danish perspective. With a particular focus on these areas and with the Danish human rights-based approach as the underlying frame of reference, Denmark will hold UN Women accountable for delivering on its stated commitments. At the same time, Denmark will advocate for the further strengthening and prioritisation of the below areas in the consultations with UN Women, particularly in connection with the mid-term review of the current strategic plan and the development of its successor plan (see Section 5).

Denmark will expect UN Women to...

- Build capacity of stakeholders to promote and claim women's rights
- Strengthen global norms on gender equality
- Ensure a viable organisation and contribute to UN reform
- Promote sound budget management and fight corruption

Priority Area 1: Building capacity of stakeholders to promote and claim women's rights

Most states have signed international human rights instruments and agreements, such as CEDAW, the [Universal Periodic Review](#) and the Beijing Platform for Action, which clearly spells out their obligations to ensure gender equality and uphold the rights of women. However, this is not always reflected adequately in national laws and practices. UN Women therefore has an important role to play in building the capacity of the so-called duty-bearers, i.e. governments, parliaments and state institutions, to promote gender equality. At the same time, it is fundamental to strengthen the voice of the individual right-holders, often represented through civil society organisations or women's advocates, in decision-making and enhancing their capacity to claim their internationally agreed rights and hold their governments accountable.

Priority Area 2: Strengthening global norms on gender equality

Denmark places particular emphasis on UN Women's normative work as a way to break down gender stereotypes and structural barriers for women's empowerment. UN Women does important work in supporting global normative processes by convening stakeholders, building alliances and strengthening agreements on action. Crucially, UN Women is supporting international processes such as the CSW and the post-2015 development framework. Enhancing the capacity of stakeholders to assess progress, and share experience and lessons learned based on quality data and documentation is fundamental for this work. The 20-year review and appraisal of the Beijing Platform for Action, to be undertaken by UN Women in 2015, will therefore be paramount.

Priority Area 3: Ensuring a viable organisation and contributing to UN reform

UN Women is still a new organisation, which has to consolidate its organisational and financial set-up. It will over the coming four years be particularly important that contributions match programmatic priorities and goals, and for this more funds are needed. Connected to this, UN Women needs to demonstrate clear and concrete results and show cost-consciousness, including through strategic application of its field presence in order not to spread resources too thinly. UN Women is born out of UN reforms and is, as such, uniquely positioned to promote the goals of system wide coherence and "[Delivering as One](#)" through its coordination mandate. To support these initiatives and to spur continued programmatic and organisational innovation for increased efficiency and effectiveness, Denmark will establish a new Innovation Facility with UN Women (see Section 6 below).

Priority Area 4: Promoting sound budget management and fighting corruption

Fraud or corruption has so far not been a problem for UN Women. To manage this risk in the future, UN Women 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. In its first years of existence, UN Women has relied on UNDP's policies on issues such as anti-fraud. Over the strategy period UN Women will develop its own anti-fraud, enterprise risk management and vendor sanction policies.

5 Follow-up on Danish priorities

As one of its top donors, Denmark has a continuous and constructive dialogue with UN Women, which over the strategy period will be used to hold UN Women accountable and follow-up on the priorities outlined above. The central forum for this will be the annual consultations between Denmark and UN Women in New York at ministerial or ambassadorial level. Adding to this, Denmark will continue to conduct frequent, more informal consultations with UN Women and

Denmark will follow-up by...

- Reporting on Danish priorities based on UN Women's results framework
- Conducting annual consultations
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- Undertaking a mid-term review of the present strategy

participate actively in its Executive Board, which meets three times a year. Through its rotating membership Denmark was on the Board in 2011-2012 and will become member again in 2015-2016, but, even when not a formal member, Denmark still has a strong voice in board discussions as a large core donor and a recognised front-runner within gender equality. Denmark meets regularly with the Nordic and other likeminded countries to coordinate positions and share experiences and views on UN Women's work. Furthermore, to promote results at country level and ensure complementarity between Danish multilateral and bilateral development cooperation, Denmark will continue to engage with UN Women's regional and country offices and ensure exchange of information between bilateral representations and the central coordinating units of the Ministry of Foreign Affairs (MFA). In Copenhagen, the MFA maintains close contact with UN Women through its Nordic Liaison and Communication Office in the UN City.

Monitoring of progress on the Danish priorities will be aligned with UN Women's own reporting and results frameworks as described below. A number of outputs and indicators from these have been selected for the draft Danish monitoring framework (Annex 3). The Danish UN Mission will report on this in accordance with the "[Guidelines for Management of Danish Multilateral Development Cooperation](#)" and by soliciting with relevant entities in the MFA in Copenhagen and at country level. Furthermore, a mid-term review of the present strategy will be conducted, drawing on UN Women's own mid-term review its Strategic Plan in 2015-2016.

5.1 Monitoring and Evaluation (M&E) in UN Women

UN Women will monitor progress on the Strategic Plan through two separate results frameworks, the [Development Results Framework](#) (DRF) and the results framework for [Organizational effectiveness and efficiency](#) (OEE)². Results in the DRF are divided into three levels with corresponding indicators. As mentioned above, UN Women's Strategic Plan aims to contribute to six overall impacts, each of which is concretised in two or three outcomes. Accountability for contributing to the impacts and outcomes is shared by UN Women and relevant development partners, while UN Women will be directly accountable for the outputs that contain its tangible deliverables. Sources for monitoring will include annual country-level reporting using the UN Women results-tracking system, data from the enterprise resource planning system (Atlas) and other corporate tracking exercises. In line with evaluation findings, UN Women will over the coming years: (a) build internal monitoring capacities at all levels; (b) develop strong monitoring and data systems for internal management; and (c) develop monitoring, evaluation and research plans.

The [UN Women Independent Evaluation Office](#) reports directly to the Executive Director and presents an Annual Report on the Evaluation Function and the results of corporate evaluations to the Executive Board. Regional Evaluation Specialists in field offices are employed to provide direct support to decentralized evaluations. All evaluations are guided by the [UN Women Evaluation Policy](#), which came into effect on 1 January 2013. The policy requires an overall strengthening of the evaluation function at the corporate and decentralized levels in line with recommendations for UN Women to institutionalize an evaluation culture and further develop

² Baselines and targets for some indicators are still being developed. The Danish monitoring framework will be updated accordingly.

its M&E systems and processes and embed more systematic M&E at country level. UN Women will also work with the UN system, international and regional organisations and the broader evaluation community to make information available on gender-responsive evaluation and support the growth of a strong evidence-base on what works to advance gender equality and women’s rights for future policy and programming.

6 Preliminary Budget Overview

Budget (mil. DKK)	2014	2015*	2016*	2017*
Core funding	60	60	60	60
Innovation	3	3	TBD	TBD
Earmarked funding	TBD	TBD	TBD	TBD
Total	63	63	60	60

* The numbers for 2015-2017 are preliminary and subject to parliamentary approval.

As a new initiative supplementary to the core budget contribution, Denmark will contribute to innovation in UN Women through an innovation facility of DKK 3 million yearly in 2014-2015. The purpose is to fund key pioneering and innovative activities or approaches in headquarters and/or in the field and with a special focus on in the Danish Priority Areas.

7 Risks

For UN Women to deliver on Danish priorities it is assumed that it will experience a conducive external environment especially pertaining to the risks and challenges listed below, which it itself can help mitigate. To counter risks more generally, UN Women is developing an Enterprise Risk Management (ERM) framework based on an assessment of the likelihood and impact of occurrence of events or actions that might adversely affect the organisation’s ability to successfully achieve its objectives and execute its strategies.

Inadequate funding: In the UN Women budget for 2014-2015 the total income is estimated at USD 690 million, which is well above the current funding levels. Concerted efforts in resource mobilisation will therefore be required while maintaining a healthy balance between core and earmarked resources. Should UN Women fall significantly short of its core funding targets mitigation measures include managing staff vacancy rates with a particular focus on capacity at field level; reviewing and limiting discretionary cost increases; freezing recruitment of new posts; and maximizing to the extent possible direct project costing where appropriate.

Resource overstretch: Even if the resource requirements are met there is a risk of overstretch. UN Women’s universal mandate warrants a limited but still considerable field presence. It will be important, however, to implement this conservatively and strategically, relying on the existing field structure of the UN System. The same strategic approach has to be applied throughout operations when pursuing the cross cutting objective of gender equality in order to avoid mission creep. UN Women is aware of this challenge and strives to be strategic in what it does and how it does it and has made efforts to be more focused and strategic across the

board in the development of current Strategic Plan and in the institutionalization of multi-year country level annual work plans.

Resistance from stakeholders: Recent years has seen an increased political sensitivity on issues linked to gender equality. Debates at the UN have showed that promoting women's rights and sometimes even defending existing agreements can be very difficult. The political environment is of course an important framework condition for UN Women, which is dependent on the good will 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 and its more neutral supporting role, which calls for a division of labour with both civil society organisations and member states. This will be a crucial component in securing adequate reflection of gender equality in the post-2015 development agenda.

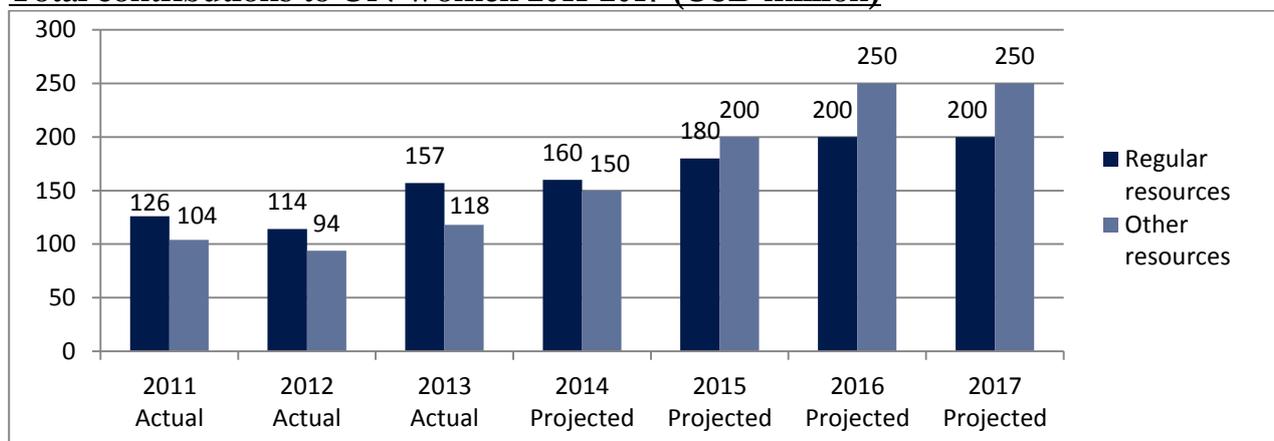
Weak link between HQ and country level: There is a risk of policy and strategic focuses not trickling down to guide UN Women's work at the regional and national level. The ongoing initiatives to strengthen results-based management and ensure that corporate priorities and initiatives influence the choices made in country and regional offices are therefore essential.

Annex 1: UN Women Financing

Danish contributions to UN Women since 2011 (USD million)

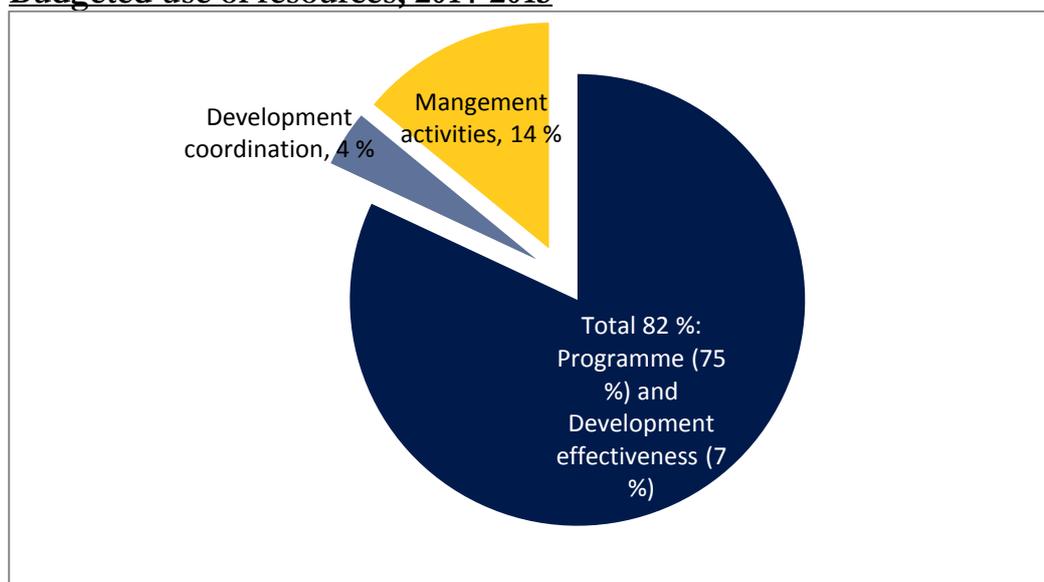
Year	Regular resources	Denmark's Regular Resources Ranking	Other Resources	TOTAL	Denmark's Total Ranking
2011	3.8	11	2.3	6.1	9
2012	7.2	9	2.7	9.9	8
2013	10.6	6	1.5	12.1	9

Total contributions to UN Women 2011-2017 (USD million)



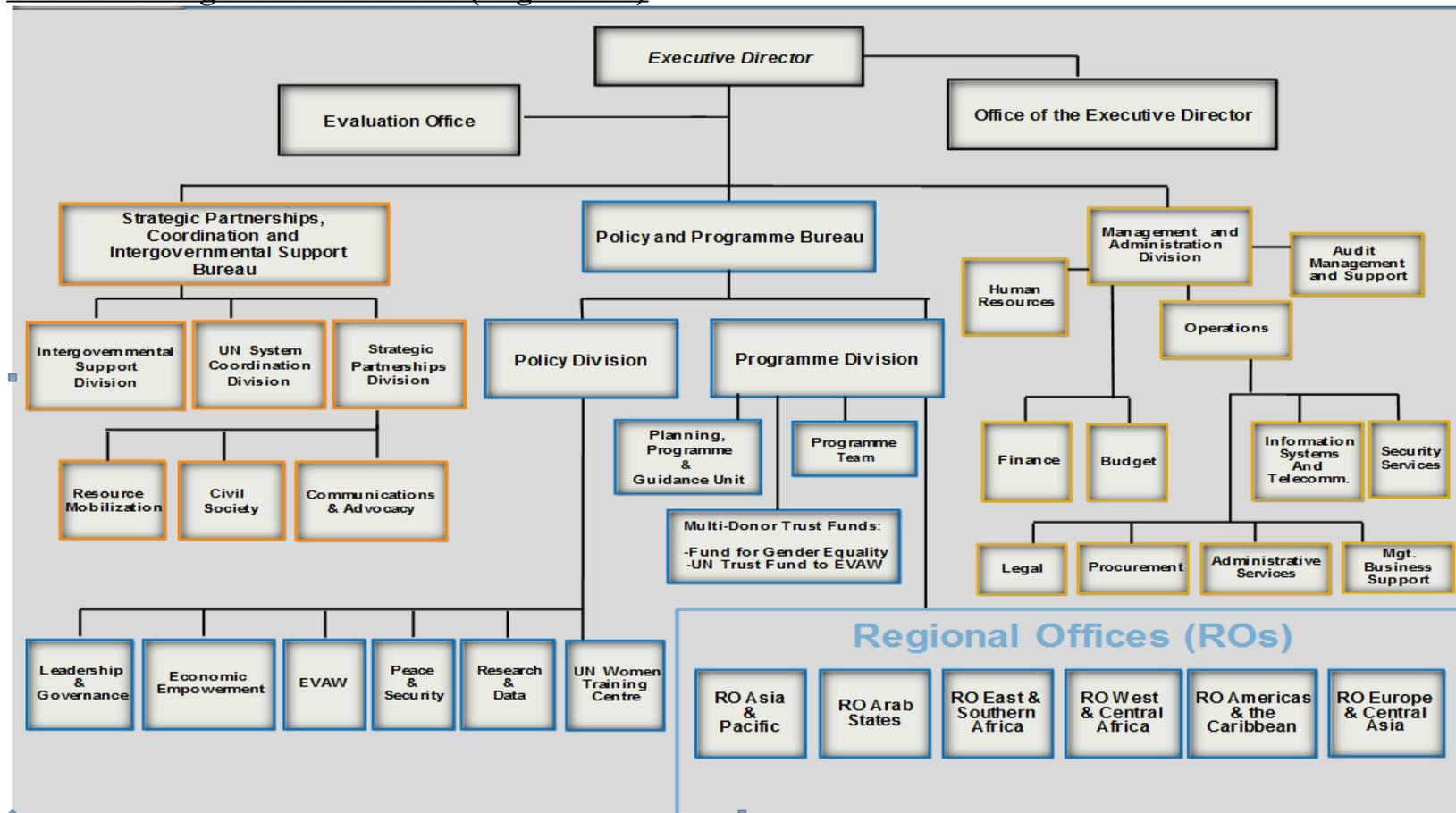
* Projections for 2016-2017 are initial estimates and are subject to revision during the mid-term review of the strategic plan

Budgeted use of resources, 2014-2015

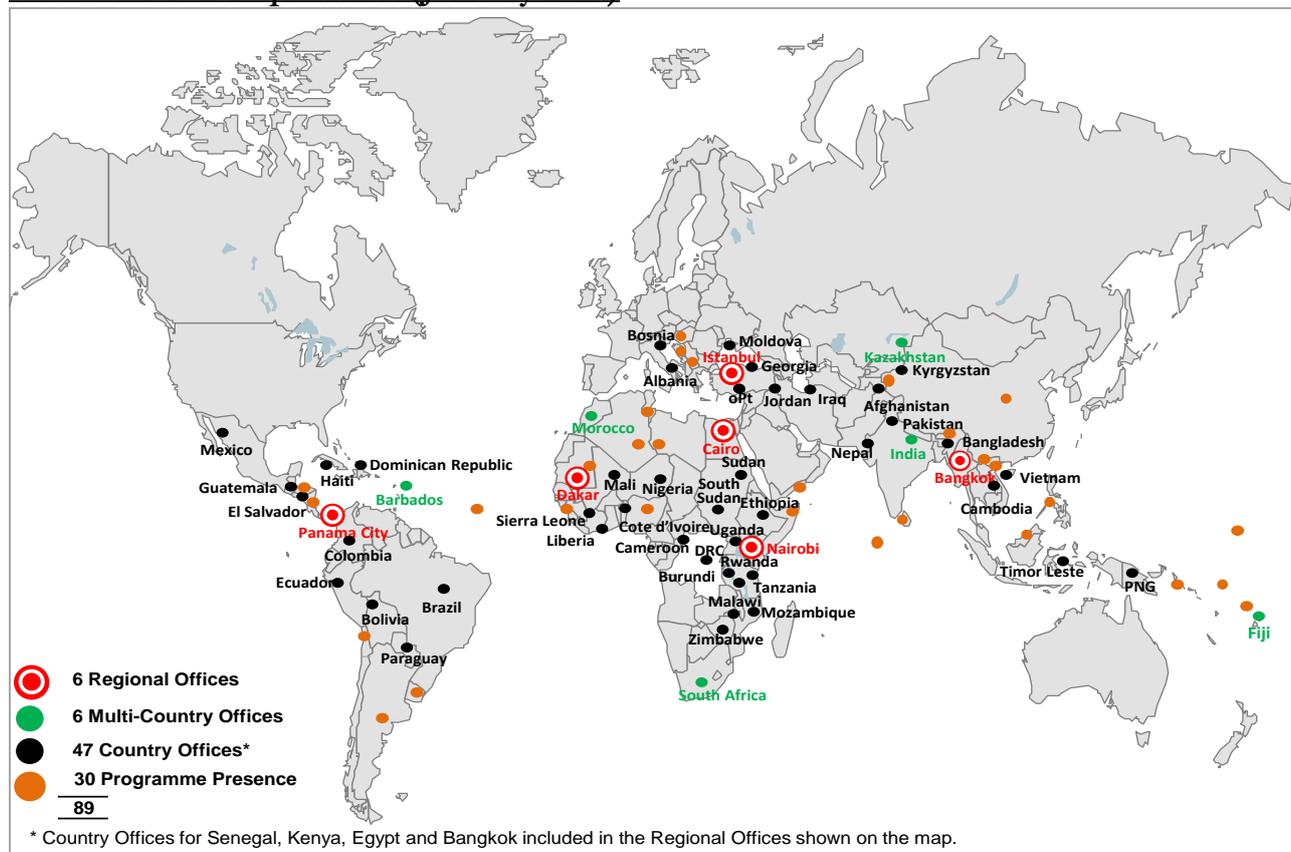


Annex 2: UN Women's organisation

UN Women organisation structure (August 2013)



UN Women field presence (January 2014)



UN Women staffing numbers

Duty Station \ Level	Senior level int. staff	Entry and mid-level int. staff	Nat. staff	General Service	Total
HQ	19	158	0	67	244
Field	9	146	87	171	413
Total	28	304	87	238	657

Annex 3: Danish Results framework

Priority Area 1: Building capacity of stakeholders to promote and claim women's rights		
Relevant outcome drawn from the Development Results Framework (DRF) of UN Women.	Relevant outputs drawn from the Development Results Framework (DRF) of UN Women.	Relevant output indicators, targets and baselines drawn from the Development Results Framework (DRF) of UN Women.
<u>Outcome 1.2:</u> Gender responsive measures (mechanisms, processes and services) promote women's leadership and participation in politics.	<u>Output 1.2.1:</u> Strengthened capacities of Parliaments and sub-national legislatures to adopt policies, legislation and procedures that promote gender equality and women's empowerment.	<u>Indicator 1.2.1a:</u> Number of parliaments in countries supported by UN-Women that introduce legislative measures to promote gender equality and women's empowerment. <u>Target:</u> 20 countries <u>Baseline:</u> Baseline from survey of UN-Women Country Offices end 2013
<u>Outcome 1.3:</u> Gender equality advocates influence constitutions, legal frameworks and policies to increase women's leadership and political participation.	<u>Output 1.3.1:</u> Capacity of gender equality advocates strengthened to promote women's leadership and political participation.	<u>Indicator 1.3.1a:</u> Number of countries supported by UN-Women where networks of academics, elected women and other opinion makers advocate for women's political participation. <u>Target:</u> 45 <u>Baseline:</u> Baseline from survey of UN-Women Country Offices end 2013
<u>Outcome 5.2:</u> Mechanisms are in place to increase accountability of national governments towards gender equality and to monitor implementation of gender equality commitments.	<u>Output 5.2.1:</u> Capacities of governments, gender equality advocates and women's groups to track budget allocations and expenditures strengthened.	<u>Indicator 5.2.1a:</u> Number of countries where tools and knowledge provided by UN-Women are used by Government and gender equality advocates to monitor budget allocations and to track expenditures from a gender perspective <u>Target:</u> 40 by 2017, 20 by 2015 <u>Baseline:</u> 10 countries (2012)
<u>Outcome 6.1:</u> Global normative and policy framework for gender equality and women's	<u>Output 6.1.1:</u> Enhanced capacity of governments and stakeholders to assess progress in implementation of	<u>Indicator 6.1.1a:</u> Number of countries supported by UN-Women that report under CEDAW or the UPR. <u>Target:</u> 40 <u>Baseline:</u> Baseline from survey of UN-Women Country Offices end 2013

empowerment strengthened and implemented	CEDAW, the Beijing Platform for Action, MDG 3, and other global normative and policy frameworks for gender equality and women's empowerment	
Priority Area 2: Strengthening global norms on gender equality		
Relevant outcome drawn from the Development Results Framework (DRF) of UN Women.	Relevant outputs drawn from the Development Results Framework (DRF) of UN Women.	Relevant output indicators, targets and baselines drawn from the Development Results Framework (DRF) of UN Women.
<u>Outcome 6.1:</u> Global normative and policy framework for gender equality and women's empowerment strengthened and implemented	<u>Output 6.1.2:</u> Governments, civil society and other relevant partners convened, and evidence-based dialogue facilitated, in intergovernmental processes	<u>Indicator 6.1.2a:</u> Number of multi stakeholder dialogues held at global, regional and national levels, convened by UN Women, in preparation for intergovernmental processes such as CSW, the elaboration the post 2015 development agenda, and the 20-year review and appraisal of the implementation of the Beijing Platform for Action <u>Target:</u> 84 <u>Baseline (dialogues ahead of CSW57):</u> 5
	<u>Output 6.1.3:</u> Gender equality and women's empowerment fully reflected in the future development agenda	<u>Indicator 6.1.3a:</u> Existence of stand-alone goal in the future development agenda on gender equality and women's empowerment <u>Target:</u> Yes <u>Baseline (MDGs):</u> Yes <u>Indicator 6.1.3b:</u> Percentage of goals in the future development agenda for which there are gender-responsive targets and indicators. <u>Target:</u> 75% <u>Baseline (MDGs):</u> 50%
<u>Outcome 6.2:</u> Sectoral global policy and normative frameworks reflect gender equality and women's	<u>Output 6.2.1:</u> Substantive inputs and dialogue that expand knowledge on gender perspectives provided to global intergovernmental	<u>Indicator 6.2.1a:</u> Number of intergovernmental fora where UN-Women supported dialogue on gender perspectives <u>Target:</u> 32 <u>Baseline:</u> Baseline from survey of UN-

empowerment perspectives	processes and issues	Women HQ Divisions end 2013
Priority Area 3: Ensuring a viable organisation and contributing to UN reform		
Relevant output drawn from the framework for organizational effectiveness and efficiency (OEE) of UN Women.	Relevant Key Performance Indicators (KPI) drawn from the framework for organizational effectiveness and efficiency (OEE) of UN Women, including baselines and targets for 2015 ³ .	
<u>Output 4.2:</u> Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making.	<p><u>KPI:</u> Amount of total Regular Resources raised <u>Baseline:</u> \$157 million in 2013 <u>Target:</u> TBD</p> <p><u>KPI:</u> Amount of total Other Resources raised <u>Baseline:</u> \$118 million in 2013 <u>Target:</u> TBD</p>	
<u>Output 2.1:</u> UN Women practices results-based management.	<p><u>KPI:</u> Percentage of country/multi-country programmes showing a clear results chain from the UNDAF and showing use of common UNDG RBM principles. <u>Baseline:</u> TBD <u>Target:</u> 80 %</p>	
<u>Output 1.1:</u> UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	<p><u>KPI:</u> Percentage of remedial plans submitted by UN entities under the UN SWAP reviewed with UN Women <u>Baseline:</u> 75% <u>Target:</u> 80%</p> <p><u>KPI:</u> Number of UN Country Teams that implement Performance Indicators on Gender Equality (Gender Scorecards or similar accountability tools to track the commitments and performance of the UNDAF or UN Strategic Frameworks in country.) <u>Baseline:</u> 25 UN Country Teams. <u>Target:</u> 37</p>	
Priority Area 4: Promoting sound budget management and fighting corruption		
Relevant output drawn from the framework for organizational effectiveness and efficiency (OEE) of	Relevant Key Performance Indicators (KPI) drawn from the framework for organizational effectiveness and efficiency (OEE) of UN Women, including baselines and targets for 2015	

³ Targets and baselines will be reviewed and updated during the mid-term review of the Strategic Plan for the period 2016-2017.

UN Women.	
<p><u>Output 3.3:</u> UN Women promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations</p>	<p><u>KPI:</u> Percentage of implementation of internal audit recommendations by target completion dates. <u>Baseline:</u> 78% <u>Target:</u> 90 %</p> <p><u>KPI:</u> Percentage of implementation of external audit recommendations by target completion dates <u>Baseline:</u> 89% <u>Target:</u> 100%</p> <p><u>KPI:</u> UN Women publishes its programme data with the International Aid Transparency Initiative (“ IATI”) <u>Baseline:</u> Phase 1 completed in Nov 2012 <u>Target:</u> Completion of all phases and routine reporting of programme information to donors on IATI</p>
<p><u>Output⁴:</u> UN Women promotes a culture of risk management, accountability, including preventing, detecting, addressing corruption and misuse of funds</p>	<p><u>KPI:</u> Percentage of offices that have identified risks and developed mitigation actions in line with UN-Women Enterprise Risk Management Framework (ERM). <u>Baseline:</u> Draft ERM policy and no office have completed a risk register as per ERM Framework (2014) <u>Target:</u> 70% of office have established risks registers by 2015</p> <p><u>KPI:</u> Vendor Sanction Policy <u>Baseline:</u> Draft Vendor Sanction policy (2014) <u>Target:</u> Final policy approved and vendor sanction committee established by 2015</p> <p><u>KPI:</u> Anti-fraud Policy <u>Baseline:</u> Draft Anti-fraud policy (2014) <u>Target:</u> Final policy approved and promulgated by 2015</p>

⁴ This output and associated indicators are as the only ones not drawn from the OEE or DRF.