



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA

**INTERNATIONAL
DEVELOPMENT COOPERATION**

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



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Danish Organisation Strategy for the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN)

Introduction:

As the United Nation's entity dedicated to gender equality, UN Women works to achieve the empowerment of all women and girls and the full enjoyment of their human rights. This is done through their unique triple mandate: 1) Co-promote **coordination** across the UN system to enhance accountability and results for gender equality and women's empowerment; 2) support UN Member States to strengthen **global norms and standards** for gender equality and women's empowerment, and to include a gender perspective when advancing other issues; and; 3) undertake **operational** activities at the country and regional levels, including supporting Member States in developing and implementing gender-responsive laws, policies and strategies that take into account women's lived realities.

Key results:

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

Justification for support:

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

How will we ensure results and monitor progress:

- Engaging strategically and constructively with UN Women at HQ, regional and country level.

File No.	2022-14830				
Responsible Unit	FNNY, HCE, MUS, MNS-LIGE				
<i>Mill.</i>	2022	2023	2024	2025	Total
Commitment	75	75	75	75	300
Projected ann. Disb.	75	75	75	75	300
Duration of strategy	2022-2025				
Finance Act code.	§06.36.03.13				
Desk officer	Julie Juel Andersen				
Financial officer	Michael Blichfeldt				

SDGs relevant for Programme



Annual Budget 2020

Core Funding: USD 200 million

Other Resources: USD 285 million

Total: USD 485 million

- Monitoring and reporting Danish priorities based on UN Women's results framework.
- Conducting high-level annual consultations and actively participating in the Executive Board.

Risk and challenges:

- Mobilising sufficient funds to reach its USD 200 core funding target.
- Continuously identifying the most suitable entry points with regards to partners and processes where UN Women can maximise its influence while avoiding resource overstretch.
- Resistance from stakeholders to the pursuance of full gender equality.

Danish involvement in governance structure

- Denmark is currently not a member of the Executive Board, but will be member in 2025. Denmark was last a member of the Executive Board during the period 2016-2017.
- As a strong donor to UN Women, Denmark participates effectively and undertakes an active observer role in UN Women's governance structure, even when Denmark is not a member of the Executive Board.

Strat. objectives	Priority Areas	Core information
Building a gender-equal world by contributing to the achievement of Agenda 2030's commitment to "leave no one behind" and to the achievement of women and girls-related Sustainable Development Goals.	<ol style="list-style-type: none"> 1. Strengthen global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda. 2. Ensure that women lead, participate in, and benefit equally from governance systems. 3. Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption, and leveraging innovation. 	<p>Established: 2010 Headquarters: New York Country Offices: 61 (and 6 regional offices and 6 liaison offices) NRA & GECs (Places where UN Women is Non Resident Agency or has Gender Equality Coordinator offices): 46 Human resources: 3455 total workforce (74% Women and 26% Men). Total Revenue (2020): USD 536 million Executive Director: Sima Sami Bahous Executive Board Sessions: February, June, September DK member of the Executive Board: 2011-2012, 2015-2016, 2016-2017.</p>

1. Objective

This Strategy for Denmark's cooperation 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 is the central policy document guiding Denmark's dialogue and partnership with UN Women. It sets up Danish priorities for UN Women's performance within the overall framework established by UN Women's own [Strategic Plan 2022-2025](#). In addition, it outlines specific goals and results vis-à-vis UN Women that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities. It is to be supplemented by a Strategic Partnership Agreement between Denmark and UN Women, which will enter into force mid-2022 covering the period 2022-2025.

Denmark's organisational strategy for its partnership with UN Women is anchored in Denmark's Strategy for Development Cooperation; "[The World We Share](#)" and Denmark's Foreign and Security Policy Strategy 2022.

2. UN Women's mandate, organisation and funding

Mission and Mandate: Created in July 2010 as part of on-going reforms to ensure system-wide coherence and greater effectiveness, UN Women is the only UN organisation exclusively dedicated to advancing gender equality. UN Women has been tasked by the UN General Assembly to coordinate and accelerate the promotion of gender equality and women's empowerment through its threefold mandate: 1) Normative – to support the formulation of global and regional standards and norms; 2) Operational – to help Member States implement these standards; and 3) Coordinating – to hold the UN system accountable for and enable better delivery on its own commitments on gender equality. This threefold mandate positions UN Women uniquely to pursue a comprehensive impact across a range of areas, both at the country, regional and global level.

UN Women's Strategic Plan works across the humanitarian-development-peace nexus and the principles from the 2030 Agenda of "Leaving No One Behind". During the timeframe 2022-2025 UN Women will continue focusing on the four key thematic areas



based on which the Entity has grounded its work since its inception, namely: 1) Governance and Participation in Public Life, 2) Economic Empowerment and Resilience; 3) Ending Violence Against Women and 4) Women Peace, Security, Humanitarian and Disaster Risk Reduction. In addition, the Strategic Plan takes an intersectional approach by integrating seven systemic outcomes to address the root causes of gender inequality. These systemic outcomes are developed to achieve impact at scale across all four thematic areas (see figure).

Governance arrangement: UN Women is governed by and accountable to an [Executive Board](#), which is subject to the authority of the Economic and Social Council and provides inter-governmental support and oversight. The Board comprises 41 members representing the five regional groups of UN Member States. The Executive Board is responsible for providing intergovernmental support to, and supervision of, the operational activities of UN-Women in accordance with the overall policy guidance of the UN General Assembly and the Economic and Social Council, and in accordance with its respective responsibility as set out in the Charter of the United Nations.

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

Finances and funding: Due to increase in voluntary contributions from donors, UN Women's portfolio has grown from USD 216 million in 2012 to USD 535 million in 2020. In that line, UN Women's total revenue has steadily increased to USD 549 million in 2020. The increase in voluntary contributions from development partners in 2020 represented an increase in other resources (non-core) of \$40.2 million and an increase in regular resources (core) of \$35.1 million. While its annual budget has increased, UN Women still struggles reaching its core funding target of USD 200 million per year, as revenue growth chiefly comes from non-core revenues, leading to an increasing imbalance between core- and non-core resources.

Denmark is a top-donor to UN Women and ranked 12th in 2020 providing a near constant 6-7 per cent of the total UN Women core funding revenue. In 2020, Denmark increased support to core funding with 25% from DDK 60 million to DKK 75 million. Additionally, in 2019, Denmark supported Beijing+ and Generation Equality Forum with DKK 10 million to enhancing participation of civil society and youth to the Forum. Furthermore, for the period 2022-2024, Denmark has supported UN Women's Rapid Response Mechanism project on enhancing the capacity of accountability mechanisms to address conflict-related sexual violence (CRSV) with DKK 6.4 million led by UN Women's Peace, Security and Humanitarian Action Section. Denmark has since 2014 supported UN Women with additional DKK 3 million earmarked for UN Women's Innovation Facility. However, building on recommendations of an external review as well as a consistently low spending rate resulting in an accumulated balance by early 2021 of approx. DKK 9.8 million (approx. USD 1.6 million), the Danish earmarked support to the innovation facility terminated per 2022.

For more information on UN Women's budget please refer to the latest [Annual Report](#).

3. Lessons learnt, key strategic challenges and opportunities

UN Women's work on upholding standards and creating an enabling environment in which every woman and girl can exercise their human rights and live up to their full potential has faced significant external challenges. The disproportionate implications of the COVID-19 pandemic on the lives and livelihoods of women and girls are being seen in every country, from higher job losses, shrinking work hours and increased burdens of unpaid care and domestic work, to increased levels of sexual and gender-based violence against women and girls, with the development gains of decades reversed in multiple areas worsening all aspects of gender inequalities globally. The threat of reversing decades of progress can also be detected in the political climate in which UN Women operates, where a number of conservative states especially on issues linked to the SRHR agenda continues to push back. These existing tendencies have only been exacerbated by the pandemic.

The latest [Multilateral Organisation Performance Assessment Network \(MOPAN\)](#) from 2017-18 found that UN Women has made many changes to increase its organisational effectiveness and strengthen its capacity to meet current and anticipated needs since the organisation's first MOPAN assessment in 2014. Overall, UN Women has made notable contributions to improving gender equality and the empowerment of women especially through its normative and coordination work. UN Women has established a strong strategic vision, aligned with and supportive of global agendas, including Sustainable Development Goal (SDG) 5. It has significantly improved its systems, processes and structures, as well as its focus on results. It continues to respond quickly to new demands and opportunities for policy dialogue and global coordination. A recent concrete example is UN Women's COVID-19 rapid response and recovery work. There remain, however, some key questions of resourcing and capacity, especially at country-level, which limits effective operational activities including programme delivery and partnership engagement. This speaks to similar findings from the external review report of the Danish support to the UN Women Innovation fund, as well as feedback from the UN Women Contact Groups, reporting a general lack of UN Women securing adequate and stable staffing, especially at country-level, substantially limiting operational performance and the possibility of consolidation and scaling up projects. There is also a risk of a lack of transparency in the allocation of resources at country level and of undertaking activities that are not necessarily aligned with strategic priorities, or within their mandate, risking that UN Women moves too far away from their comparative advantages, which to Denmark remains their normative and coordination mandate. In that regard one of the key findings in the MOPAN assessment is the discrepancy between UN Women's ambition and weakness in operational systems, ultimately limiting results.

UN Women's Strategic Plan identifies lessons learned from UN Women's first decade, which addresses many of the above challenges, with an increased emphasis on recovering from the COVID-19 pandemic. This includes how UN Women seeks to expand partnerships, including with International Financial Institutions (IFIs) and the private sector as well as leveraging their UN system coordination role to support gender

mainstreaming within the UN system, including at regional and country-level. In that regard, UN Women seeks to strengthen the mutually reinforcing links between their threefold mandate; the normative intergovernmental function, the UN system coordination role and the operational activities and to generally sharpening their focus on translating results into systemic and sustainable changes to ensure impact at scale. As indicated, there still however remains a gap between available funding – especially in core funding and assessed contributions for the global coordination mandate – and the organisation’s ambitions, which makes it difficult for UN Women to pursuing an agile and responsive approach.

4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark’s partnership and dialogue with UN Women, based on the overlap between Denmark’s and UN Women’s strategic priorities as well as lessons learned from the ongoing partnership with UN Women. As a topdonor Denmark will hold UN Women accountable for delivering on its stated commitments and advocate for further strengthening and prioritisation of the below listed areas.

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.

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;

The focus on normative work is prominent in UN Women’s Strategic Plan, where it is included as one of their main objectives and is reflected in two of their systemic outcomes, respectively systemic outcome 1: *Gender responsive normative frameworks, policies and institutions* and 3: *Positive Social Norms*. UN Women has unparalleled expertise in the promotion of gender equality and women’s rights and a unique mandate to support global gender equality norms. UN Women should remain a global thought-leader for human-rights-based and gender-responsive work on macro-economic policy; women’s participation and empowerment in decision-making; and women’s role in strengthening environmental, social and economic resilience of communities.

This priority area of gender mainstreaming falls squarely within the conception of gender equality in *The World We Share* underlining gender equality and girls and women’s rights as a cross-cutting priority in Denmark’s development cooperation. To Denmark, UN Women carries out important work in supporting global normative processes by convening stakeholders, building alliances and strengthening agreements on action

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

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

pertaining to gender equality including non-discrimination of minorities such as LGBTI persons. UN Women also supports international processes where Denmark is actively involved such as the Commission on the Status of Women, the Beijing Declaration and Platform for Action, the gender-responsive implementation of the 2030 Agenda, as well as Security Council resolutions on Women, Peace and Security (WPS).

The focus on the promotion of the SRHR agenda similarly speaks to key priority areas of Danish international leadership both outlined in *The World We Share* as well as in Denmark's Strategy for Development Cooperation and Foreign and Security Policy Strategy 2022, underscoring that gender equality and ensuring girls and women's rights are enablers for development, reducing inequalities, strengthening resilience and social cohesion and ensuring more peaceful societies. In this regard, UN Women's focus on minority inclusion speaks directly to Denmark's longstanding leadership role on SRHR and the protection of marginalised groups' rights including LGBTI persons and indigenous as stipulated in *The World We Share*. To Denmark, UN Women is thus perceived a critical partner in the effort to break down gender stereotypes and discriminatory social norms. Considering the push to roll back achievements on women's rights, including SRHR, it is key to Denmark that UN Women leads the push-back by leveraging its global normative intergovernmental role and providing technical support to member states to strengthen global norms and standards. In this regard, Denmark is the co-lead of the action coalition of Bodily Autonomy (BA) and SRHR under the Generation Equality Campaign Forum launched in 2020 by UN Women, which seeks to deliver concrete progress towards SRHR for all women and girls during the next 4 years through global cross-sectoral multi-stakeholder partnerships.

Among the results within this priority area, which UN Women is expected to deliver on, is an increase in partner's capacities to advance, design and implement reforms, policies and strategies that promote gender equality and women's empowerment and that an increased number of policies address gender discriminatory practices. Moreover, this priority area will look at increased number of women and adolescents who make their own informed decisions on SRHR. Linking to priority area 3 of this organisational strategy, UN Women will furthermore be expected to actively engage in UN system coordination mechanisms to drive progress on gender mainstreaming at global, regional and country level.

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

The focus on women's leadership and participation in public life is in line with UN Women's intersectional approach in the Strategic Plan and speaks directly to all four thematic areas in the plan. The focus areas is concretely reflected in systemic outcome 4: *Women's equitable access to services, goods and resources* among others seeking to remove barriers to access and support women's participation in decision-making at all levels including the prevention and ending of violence against women and girls (VAWG), and 5: *Women's voice, leadership, and agency* working towards enhancing the number of women and girls who exercise their voice, agency and leadership, including through an enabling environment that supports women's- and youth organizations, in all spheres of society.

UN Women works closely together with governments and civil society to develop, implement and monitor standards for gender-responsive laws, policies and strategies needed to ensure that standards are effectively implemented and truly benefit women and girls worldwide through their operational mandate as well as through their coordination mandate aimed at holding the UN system accountable for and enable better delivery on its own commitments on gender equality. UN Women seeks to facilitate women's voice and agency in decision making processes including on peace and security, which among others entails enhanced collaboration with civil society organizations and especially women's organizations. Furthermore, it is key for UN Women to support violence-free political processes and institutions, as sexual and gender-based violence (SGBV) is one of the key barriers to women's leadership and active participation in public life.

This priority area supports the objectives outlined in Denmark's Strategy for Development Cooperation on supporting women's economic and political empowerment including through fighting SGBV against women and girls, and ensuring equal access to the labour market, quality education and participation in decision-making processes. This priority area thus builds on the assumption in *The World We Share* indicating that gender equality and women's economic and political empowerment directly contributes to increased growth and more equal, free, safe, peaceful and democratic societies and that strong partnerships, including with civil society organisations, is key in this regard. This priority focus is therefore also in line with the UN Security Council resolution 1325 on WPS and the Danish key priority on enhancing women's active participation in peace processes including peacebuilding and peacekeeping and humanitarian action and feeds into Objective 3 in *The World We Share* on the prevention of SGBV in crisis as well as the Danish funded UN Women project on accountability for CRSV. The support provided and advocacy undertaken by UN Women therefore makes the organisation an important partner in supporting the development of governance systems and mechanisms that removes barriers for women's empowerment and support the active participation of women and girls at all levels.

Among the results within this priority area, which UN Women is expected to deliver on, is an increase in the number of partners that have increased capacities to promote gender-responsive legislation, initiatives that prevent, monitor, mitigate and respond to sexual and gender-based violence in the public and private sphere and the establishment of mechanisms and dialogues enabling meaningful and safe participation of gender equality advocates.

Priority Area 3: 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 outlined in the Strategic Partnership Agreement, this section will focus on other efforts aimed at enhancing

organisational effectiveness and efficiency¹. Denmark expects UN Women to continuously enhance organisational effectiveness; engage in joint actions spanning analysis, planning and delivery; curbing all forms of corruption; and leveraging the potential of innovation; and ensure that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges.

This priority area in particular speaks to UN Women's coordination mandate on promoting coordination across the UN system to enhance accountability and results for gender equality and women's empowerment and is directly reflected in systemic outcome 7 in UN Women's strategic plan: *UN System coordination for gender equality and women's empowerment*. To strengthen its organisational performance, the following four organisational effectiveness and efficiency outputs are set to be achieved: 1) Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment, 2) Increased engagement of partners in support of UN-Women's mandate, 3) High quality of programmes through knowledge, innovation, results-based management and evaluation and; 4) Improved management of financial and human resources in pursuit of results.

To achieve this, Denmark expects UN Women to have a capable, professional and ambitious leadership who can set out a clear direction for the organisation and that UN Women work towards attracting, retaining and deploying sufficient, diverse and highly qualified staff. In line with the UN development system reform, Denmark also expects UN Women to continue to work closely with UN partners and other actors including governments, civil society organisations, the international financial institutions, and the private sector to achieve its objectives. This includes coordinating and promoting gender equality in collaboration with other UN entities including UNFPA and UNICEF while avoiding overlap.

Among the results within this priority area, which UN Women is expected to deliver on, is an increase in evaluation reports rated "good or above", increased joint evaluations in which UN Women is engaged and an increased percentage of country offices applying social standards in UN Women programmes in line with UN standards (QCPR).

5. Danish approach to engagement with the organisation

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 the IRRF and conducting annual consultations as well as actively participating in the Executive Board. Based on the priorities specified above, Denmark will continue to pursue an open and constructive dialogue with UN Women through its Permanent Mission in New York informed by an internal MFA Contact Group, which serves as forum for discussing and

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

strategizing around the partnership, and in the context of the Annual High-Level Consultations between Denmark and UN Women. These consultations will be used to follow-up on the cooperation over the past year and to discuss the way ahead. Another platform for dialogue is the UN Women Executive Board meetings, where Denmark engages actively. Denmark will continue to cooperate closely with Nordic and other like-minded countries, including in WEOG, regarding issues related to UN Women, through regular coordination meetings prior to important discussions and decision-making. The engagement through dialogues with UN Women also extends to the regional and country level, where Danish representations engage UN Women in discussions around its programming as well as its advocacy work. In order to facilitate information sharing between Copenhagen, New York and Danish representations at country-level, the internal MFA UN Women Contact Group will convene in regular intervals to discuss issues pertaining to UN Women, hereunder how to foster and leverage country-level bilateral Danish engagements.

6. Budget

Denmark remains a committed partner of UN Women and will continue to provide reliable and predictable funding for its activities and programmes. From 2022, Denmark will solely support UN Women with core contribution of DKK 75 million as the support to UN Women's innovation facility terminated per 2022 based on recommendations from an external review.

Danish contributions to UN Women 2022-2025*

Funding to UN Women (2022-2025) as stipulated in the Danish draft Finance Act for 2023 (resources in DKK million)	2022	Planned 2023*	Planned 2024*	Planned 2025*
Core contribution	75	75	75	75
Total	75	75	75	75

* subject to annual parliamentary approval.

7. Risks 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, in which they by an ongoing analysis of UN Women's corporate risk register map the likelihood of risk towards impact. This will ensure that risk management is embedded in key planning processes across the organization.

Funding: The period 2018-2020 saw progress toward a critical milestone of USD 500 million budget per year. However, UN Women continues to face challenges in achieving

its core funding target of USD 200 million per year, although 2020 saw an improvement in which it raised USD 166 million (83 per percent) up from on average around USD 145 million in the three previous years. Although donors may have increased core funding in 2020 because of COVID-19, revenue growth has mostly come from non-core revenues. Inadequate funding thus still remains a risk for UN Women's ability to deliver effectively against its three-fold mandate.

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 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. It in this regard, it is a key priority to Denmark that UN Women place particular emphasis on two dimensions of UN Women's mandate, i.e., to support global gender equality norms mandate and coordinating UN efforts for gender equality and that UN Women continuously identify the most suitable entry points with regards to partners and processes where UN Women can maximise its influence.

Resistance from stakeholders: As already indicated, and emphasised in *The World We Share*, recent years have seen an increased political push back on issues linked to gender equality and SRHR in particular, especially from conservative forces. To deliver on their mandate, while avoiding political backlash, UN Women has to balance its advocacy role with its more neutral Secretariat role. In this regard, Denmark is proactively contributing to ameliorating this risk, including through increased Nordic collaboration at Executive Board level to safeguard and expand the application of global gender rights and standards, including SRHR.

Annex 1: Danish priorities and monitoring

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

Priority Area 1: Global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the SRHR agenda, are strengthened		
Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework		
UN Women result area-level output	Indicator	Baseline and goals target ²

² Baseline and goal targets will be presented at the Annual Session 2022 and updated in the Organisation Strategy accordingly.

<p>Output 1.</p> <p>Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender-responsive laws, policies and institutions</p>	<p>OP1.e. Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi)sectoral strategies, policies and/or action plans (UNAIDS, UNDP)</p> <p>OP1.f. Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (UNAIDS, UNDP, UNICEF, WHO)</p>	
<p>Output 3.</p> <p>Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Positive social norms, including through engaging men and boys</p>	<p>OP3.d. Number of partners undertaking assessment methodologies to highlight gender discriminatory, inequitable, or biased practices in organizational cultures (UNAIDS, UNFPA)</p> <p>OP3.e. Number of draft policies with monitoring/reporting mechanism to address institutionalized gender discriminatory or inequitable practices developed by partners (UNDP, UNFPA)</p>	
<p>Output 5</p> <p>Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's voice, leadership & agency</p>	<p>OP5.3 Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (UNAIDS, UNFPA, UNICEF, WHO)</p>	
<p>Output 7.</p> <p>Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to UN system coordination for gender equality</p>	<p>OP7.b Number of UN system coordination mechanisms in which UN-Women is actively engaged that drive progress on gender mainstreaming mandates and commitments at global, regional and country levels</p>	
<p>Priority Area 2: Ensure that women lead, participate in, and benefit equally from governance systems.</p>		
<p>Relevant output indicators drawn from UN Women's Integrated Results and Resources Framework</p>		
<p>Output 1.</p> <p>Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender-responsive laws, policies and institutions</p>	<p>OP1 d. Number of partners that have increased capacities to promote/influence gender-responsive legislation and its implementation (UNAIDS, UNDP, UNICEF)</p>	
<p>Output 4.</p> <p>Changes attributed to UN Women in skills or abilities and capacities of</p>	<p>OP4.e. Number of countries with multi stakeholder initiatives in place to prevent and respond to sexual violence including sexual harassment in public and/or private spaces (UNDP, UNICEF, WHO)</p>	

individuals or institutions and/or the availability of new products and services contributing to Women's equitable access to services, goods & resources		
Output 5: Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's voice, leadership & agency	<p>OP5. c. Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making (UNAIDS, UNDP, UNFPA, UNICEF)</p> <p>OP5.f. Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) (UNDP, OHCHR)</p>	

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

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

<p>OEE 1. Assuring an accountable organization through principled performance:</p> <p><i>UN-Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.</i></p>	<p>O1.8. Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR)</p> <p>O1.9. Percentage of UN-SWAP minimum standards met or exceeded (QCPR)</p>	
<p>OEE 2. Advancing partnerships & resourcing; Effectively influencing for impact & scale:</p> <p><i>UN-Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.</i></p>	<p>O 2.5. UN-Women's increased influence as per percentage of mentions in top tier media, number of unique visitors to UN-Women websites and followers on all UN-Women social media channels.</p>	
<p>OEE 5: Effective normative, programmatic and coordination products, services and processes:</p> <p><i>UN-Women efficiently and effectively discharges of all business processes that advance integrated delivery of its mandate at HQ, Regional and Country levels, including through shared services.</i></p>	<p>O 5.2 Percentage of evaluations reports rated "good and above"</p> <p>O .5.5 Percentage of expenditure on programming with a focus on gender equality (QCPR)</p> <p>O 5.6 Number and percentage of (i) joint evaluations; (ii) independent system-wide evaluations in which UN-Women engaged (QCPR)</p>	