

Management Response and Follow-Up note

Evaluation of the Danish National Action Plans for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security

This note summarises the conclusions from the evaluation report ‘*Evaluation of the Danish National Action Plans for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security*’ and also includes the Danish Ministry of Foreign Affairs’ (MFA’s) management response and follow-up actions (in *italics*) to the recommendations in the evaluation. The management response was coordinated by the Department for Africa, Policy & Development and includes responses from MFA, Ministry of Defense (MoD) and the Danish National Police (DNP). The evaluation itself was commissioned and managed by the Evaluation Department in the MFA, but conducted by an independent evaluation team of international consultants from Social Development Direct.

1. Executive Summary

The report presents the findings of the evaluation of Denmark’s second and third Danish National Action Plans (NAPs) for the implementation of UN Security Council Resolution (UNSCR) 1325 on women, peace and security (WPS) (2008–13 and 2014–19). The purpose of the evaluation was to learn from past implementation and inform the development and strategic direction of the fourth Danish NAP. The evaluation sought to answer six key evaluation questions:

1. Which results have been achieved in portfolios related to the National Action Plans?
2. Based on EQ1, what are the results of the NAPs against their stated objectives to address and enhance women’s full and equal participation, protection of women, transitional justice and mainstreaming of gender equality in humanitarian efforts and international operations?
3. How have the NAPs been used as a framework for stakeholder cooperation? What has been the added value of this cooperation?
4. How has the Danish NAP performed when measured against relevant NAP-benchmarks?
5. Has the NAP been coherent with the overall Danish policy on fragile states, peace and security – as well as the Danish priority with regards to development cooperation and humanitarian assistance? How have the NAPs been aligned with the broader WPS and 2030 agendas that emerged during implementation of the two NAPs?
6. What are the overall lessons learned for the Danish engagement in women, peace and security (WPS) and fragility? How can these lessons learned be taken forward in the formulation of a new NAP in 2020?

In order to respond to these questions, the evaluation drew from five key methods: a desk review of literature and documentation related to UNSCR 1325 and the Danish NAPs; a

portfolio analysis of 36 NAP engagements; six in-depth case studies of selected engagements; key informant interviews; and a benchmarking analysis of Denmark's third NAP against the NAPs of six likeminded countries.

A summary of the key findings of the evaluation is presented below.

Results achieved

The results achieved in Danish NAP portfolio engagements vary substantially across different types of interventions, geographies and thematic areas. The most effective engagements are those targeting women's participation, including in local-level peacebuilding, and protection of women in conflict and humanitarian emergencies, particularly from sexual and gender-based violence (SGBV). Engagements targeting or working with specialist partners with expertise in WPS and/or gender have been particularly effective. The least impact has been observed for NAP engagements involving gender mainstreaming in non-WPS focused engagements.

Humanitarian engagements have been relevant and appropriate to the needs of the most vulnerable groups, including women and girls, with evidence of growing attention to how intersecting identities increase or reduce vulnerabilities. However, this attention to intersectionality is much less visible in development cooperation, security and stabilisation engagements.

Although there has been wide coverage of NAP engagements according to thematic area, geography and type of engagement (bilateral, multilateral and regional), there is little evidence to suggest that this coverage was strategically driven by the NAPs. There is also limited evidence that the NAPs themselves have been relevant drivers of Danish commitment to WPS or strategic decision-making about WPS investment. WPS achievements have been more widely driven by individual and cultural factors rather than institutional or strategic factors. The explicit de-prioritisation of a WPS and 1325 agenda within the Danish Ministry of Foreign Affairs has likely contributed to the NAP's decreasing relevance over time.

The benchmarking analysis identified high scores for the Danish NAP's attention to participation, protection and international cooperation themes. High scores for participation and protection are in line with the relevance of these themes to the UNSCR 1325 pillars. When comparing Denmark's NAP with the NAPs of like-minded countries, Denmark had the lowest score across the seven countries included in the analysis (Denmark, Finland, Iceland, Norway, Sweden, the Netherlands and Ireland). Despite Denmark's low score comparatively to other like-minded countries, several themes stood out as particular Danish 'value-add' areas, and these can be mobilised for greater impact and to carve a deeper niche for Denmark. These include:

- Supporting the development of partner NAPs or Regional Action Plans (RAPs).
- Emphasising women’s participation in local-level peacebuilding efforts, with a focus on empowering and supporting the agendas of local women’s organisations – although the extent of implementation has been varied in practice
- Promoting women’s participation in peacekeeping
- Pursuing development-humanitarian nexus programming by linking the protection of women from SGBV with the promotion of women’s empowerment and livelihoods.
- Including SRHR in the fourth NAP, which would help to build wider Danish policy coherence and concretize an increasing interest in the humanitarian linkage between SRHR and SGBV in emergencies.

Overall strategy and vision

Although attention to gender and women’s rights as crosscutting themes are listed in all Danish country programme and policy documents, references to UNSCR 1325 and the Danish NAP have become less prominent in Danish policy, strategy and programme documents over time. There has also been a strong shift away from WPS language in recent development and humanitarian policies and strategies. The declining relevance of the NAP for driving Danish WPS priorities may suggest that the NAP has existed in parallel to other strategies and policies rather than being coherent with them. Although the SDGs are consistently referenced in NAP programme documents developed since 2015, references to SDG 5 in particular are not developed conceptually or translated into practice, including at the level of results frameworks.

Recommendations to strengthen the overall strategy and vision of the NAP are therefore as follows:

- a. Clarify the overall Danish vision and priorities for WPS and the fourth NAP through a structured, participatory and consultative process ensuring input from – and reflecting the strategic priorities of – the three NAP signatory departments, the PSF and civil society stakeholders. The fourth NAP could be considered as an overarching strategic vision and policy framework, which could be accompanied by a more detailed and practical implementation plan to allow for flexibility and detailed monitoring during the NAP period.
- b. The MFA, MoD and DNP should build political buy-in for the NAP and WPS agenda at a high level, identifying senior stakeholders within Danish government and at a ministerial level who could have an interest in the WPS agenda, and devise a clear strategy for engaging those stakeholders.
- c. Leverage thematic areas where Denmark has value-add. For example, the inclusion of SRHR in the fourth NAP; women’s participation in local level peacebuilding; supporting domestication of the 1325 framework in partner countries or regions; strengthening

- Danish voice in multilateral and normative arenas through increased participation in the EU Informal Task Force on 1325; and development-humanitarian nexus programming.
- d. Define Danish WPS vision and priorities in geographical areas of interest for Danish foreign policy, security and development, and integrate into other guiding strategies, policies and M&E processes for those geographies.
 - e. Strengthen the focus on addressing underlying structural and gender inequalities within the fourth NAP to target persistent barriers to WPS progress.
 - f. Strengthen the focus on the needs and experiences of diverse groups of women within the fourth NAP, acknowledging the impact that intersecting identities have on the WPS agenda.
 - g. Ensure the NAP is integrated into existing strategic planning processes with Danish Government. For example, the annual strategic dialogue between MFA and CSO partners; integrating WPS into country task force missions; including WPS themes at indicator level in results frameworks; as well as templates for country policies and programme development.

Capacity and resourcing

Overall, Danish NAP engagements have been moderately effective in contributing to the WPS objectives of the NAPs. Where engagements have been observed to be less effective and linked to poorer impact, lack of human and other types of resourcing is a contributing factor. As noted, NAP engagements involving gender mainstreaming in non-WPS focused engagements were also weaker, in part as a result of weaknesses in staff and partner capacity to assess or support better gender mainstreaming, or weaknesses in results frameworks. The benchmarking exercise also found that Denmark's NAP has been less effective than other country NAPs in providing clear directives for gender mainstreaming.

The lack of a clear monitoring and tracking system for the NAP is an important gap and is part of broader limitations in the costing framework and allocated budget for NAP implementation. Funding modalities for NAP engagements at the country and regional levels appear to be ad hoc rather than strategic, raising questions about the efficiency of Danish spend on WPS engagements.

The best examples of sustainable approaches to WPS activity identified are those that included partnerships with – and targeted capacity building and financial support to – national civil society and government partners; collaboration with and support to long-term multi-stakeholder or multilateral structures in country; and engagements working with and through UN agencies. Gaps highlighted in the Danish NAP compared to other likeminded countries include defining the role of and providing resources for national CSO involvement, and allocating earmarked funding for NAP implementation.

Recommendations related to capacity and resourcing are therefore as follows:

- h. Strengthen human resources within MFA to manage and oversee Denmark's NAP, for example by recruiting a gender adviser or appointing an existing staff member with gender expertise as a focal point (for example in the PSF), as well as clarifying the time key staff in MFA participating in the IMWG have to dedicate to the NAP and integrate this into appraisals and job descriptions.
- i. Take steps to make WPS funding more strategic and in order to enhance impact, focusing on lessons learned regarding what works, what does not, under which contexts and which programming modalities.
- j. Continue to fund targeted WPS programming in addition to mainstreaming activities. This is critical to advancing a WPS agenda, particularly in the most complex settings where women's participation and rights are extremely limited.
- k. Make internal capacity building and training on WPS and gender mainstreaming available to MFA staff and mission staff from all three NAP signatories. For example, how to conduct an intersectional gender analysis, or integrating gender (and other dimensions) into results frameworks and proposal review processes. Civil society partners could support this.
- l. Ensure implementing partners are using gender-sensitive results frameworks, including sex and age-disaggregated data and gender-sensitive indicators, by making this a requirement in grant/contract compliance procedures.
- m. Take steps to enhance retention of female personnel, particularly in the MoD. This may require a more introspective analysis of the possible persisting masculine cultures in the Danish armed forces.
- n. Earmark funds for civil society engagement in Denmark's NAP development and implementation, learning from the approach of other Nordic donors.

Monitoring, evaluation and learning

As noted above, the lack of a systematic monitoring and evaluation framework and learning processes on the NAP is hindering its relevance to Danish activity on WPS, and peace, security, humanitarian and development cooperation more broadly. This is essential if Denmark is to understand the impact of the fourth NAP on the vulnerable populations it seeks to reach, and on the wider WPS agenda, in future – and in securing greater political will and buy-in to the WPS agenda. Recommendations to strengthen monitoring, evaluation and learning are therefore as follows:

- a. Develop a systematic monitoring, evaluation and learning framework for the NAP, which is implemented and followed up on regularly. It must also be resourced if its development, implementation and tracking are to be sustained.

- b. Integrate NAP monitoring into programme-level results frameworks for future NAP engagements and ensure data is disaggregated by gender (and other relevant intersecting identities).
- c. Integrate the NAP's themes and objectives into existing review processes of Danish country programmes and other relevant programmes.

Communications and engagement with Danish missions

Danish staff in missions, but also across government in Copenhagen, are not clear on the Danish vision for the NAP/WPS, are not aware of its content nor relevance to their work and have not been engaged in a consultative process to define those priorities. There is an opportunity for Denmark to raise awareness on the NAP and engage mission staff in communications and dialogue to increase its relevance on the ground, as well as gaining valuable input and collaboration from staff in missions. Recommendations to improve communications and engagement with Danish missions are therefore as follows:

- a. Carry out structured communications activities on Denmark's commitments and vision under the NAP, and how this relates to other peace and security, humanitarian and development commitments, in Copenhagen and at post.
- b. Consider producing learning products highlighting Denmark's contributions to WPS and circulating widely in Copenhagen and at post. Mobilise the 20-year anniversary of 1325 to raise awareness within government.

Governance and stakeholder engagement

Finally, the NAP has not been an effective framework for stakeholder collaboration. Any observations of enhanced collaboration were attributed to the Whole of Government Approach rather than the NAP. The Inter-Ministerial Working Group (IMWG) has not been an effective forum for strategic collaboration between the three NAP signatories, with no terms of reference or direct outputs from the group contributing to a lack of effectiveness. The role of civil society in the development, drafting and monitoring of the Danish NAP has been limited, and its role in NAP consultations can be better described as ad hoc and fragmented. Denmark's lack of effective engagement with civil society has negatively affected the level of WPS commitment due to civil society not having a formalised role or a clear channel of influence, in turn negatively affecting NAP ownership and sustainability.

Recommendations to improve governance and stakeholder engagement are as follows:

- a. Revitalize the Inter-Ministerial Working Group with a clear Terms of Reference, defining the IMWG's role in M&E and accountability to internal and external stakeholders.

- b. Develop a more systematic partnership with civil society in NAP development and implementation. The NGO Network for Conflict Prevention and Peacebuilding (CPPB Network¹) could be the starting point for this.
- c. Strategic partnerships should be built at mission level with partners with WPS specialism, particularly in priority fragile and conflict-affected contexts where Denmark is engaged worldwide. Women affected by conflict should be consulted and included in these processes

2. Management Response

General comments:

The Interministerial Working Group (IMWG), consisting of the MFA, MoD and DNP, welcomes this timely and important evaluation. The evaluation provides a number of relevant findings about the performance of Denmark's past two National Action Plans (NAPs) for implementation of UN Security Council Resolution 1325 on Women, Peace and Security (WPS), relating to their effect on development, peace and stabilization outcomes. The evaluation also provides a number of recommendations for the next Danish NAP on WPS covering the period 2020-2025. The following management response, while led by the MFA, is closely coordinated with the MoD and DNP.

The evaluation covers the past two NAPs, spanning the years 2008-2019. The IMWG acknowledges that the NAPs on WPS have had a less strategic role in Danish development, stabilization and security efforts than originally set out, due to changing political priorities.

The IMWG notes the conclusion of the evaluation report showing that overall Danish NAP engagements have been moderately effective in contributing to the objectives set out in the NAPs, and linked to a less than ideal level of impact. The IMWG also notes the finding that a lack of a clear monitoring and tracking system has presented a challenge for the implementation of the NAPs, in part due to limited resources.

The IMWG notes the evaluation result showing that the past two Danish National Action Plans on Women, Peace and Security have not been a strategic driver for achievements within this agenda, nor for mainstreaming of WPS in Danish development and stabilisation engagements. Recognizing a need for stronger strategic vision and political buy-in, the IMWG supports a more systematic incorporation of and reference to the coming NAP in its WPS-related activities going forward. It is also noted, and well received, that the evaluation points to a number of areas where Denmark's efforts on WPS have been effective and identifies potential for Danish added value on the WPS agenda, and provides a number of concrete recommendations for the fourth NAP as well as Danish WPS efforts going forward. The recommendations of this evaluation will be carried forward and taken into consideration in the process of developing Denmark's fourth NAP on WPS, in close collaboration with the IMWG.

Specific comments:

The response to specific recommendations of the evaluation is provided as follows:

Overall strategy and vision

a. Clarify the overall Danish vision and priorities for WPS and the fourth NAP through a structured, participatory and consultative process ensuring input from – and reflecting the strategic priorities of – the three NAP signatory departments, the Peace and Stabilisation Fund (PSF) and civil society stakeholders. The fourth NAP could be considered as an overarching strategic vision and policy framework, which could be accompanied by a more detailed and practical implementation plan to allow for flexibility and detailed monitoring during the NAP period.

The IMWG agrees that it is important to clarify the overall vision and priority of WPS for Denmark and the process for developing Denmark's fourth NAP should be as inclusive as possible, and include relevant stakeholders including CSOs where relevant. The IMWG agrees that the fourth NAP should provide an overarching strategic vision and policy framework for Danish efforts on women, peace and security. This would contribute to a stronger coherence between the signatories, and allow for the individual stakeholders (MFA, MoD and DNP) to develop more detailed and practical implementation plans. Hence providing greater flexibility in the implementation of the strategic aims.

b. Build political buy-in for the NAP and WPS agenda at a high level, identifying senior stakeholders within Danish government and at a ministerial level who could have an interest in the WPS agenda. Devise a clear strategy for engaging those stakeholders.

The IMWG agrees that political buy-in is central to the successful implementation of the fourth NAP. The WPS agenda sits very well within the priorities of the government to focus foreign policy, security policy and development efforts on peace and stabilisation in fragile states, and to protect and support women, young girls and children, who are particularly vulnerable during disasters, conflicts and war. The WPS agenda will have the full support from the ministerial level. Successful implementation relies on the buy-in from all relevant department heads from the MFA, Ministry of Justice and Mod, including the Chief of Defense.

c. Leverage thematic areas where Denmark has value-add. For example, the inclusion of SRHR in the fourth NAP; women's participation in local level peacebuilding; supporting domestication of the 1325 framework in partner countries or regions; strengthening Danish participation in the EU Informal Task Force on 1325; and development-humanitarian nexus programming.

The MFA welcomes the recommendations for Denmark to further positions of strength in the fourth NAP, and the identification of areas where Denmark can add value. The MFA notes, that the evaluation shows good and relevant WPS outcomes for Denmark's humanitarian efforts, stabilization support and peacebuilding engagements, which have the interests and needs of women and girls at their core. The interconnectedness between humanitarian and development efforts and when relevant also peace engagements, remain central to the way we work, and the MFA notes the recommendation to further integrate WPS into our programming, and will investigate possible avenues for this. The MFA further agrees that the best way for Denmark to add value is to leverage our positions of strength, and to focus our efforts within a number of chosen areas where Denmark has specific capacity, interests and competences to add value and make a difference. As a global frontrunner in the fight to secure the sexual and reproductive health and rights of women and youth, building on this in Denmark's approach to WPS could be a valuable addition.

d. Define Danish WPS vision and priorities in geographical areas of interest for Danish foreign policy, security and development, and integrate into other guiding strategies, policies and M&E processes for those geographies.

The MFA welcomes this recommendation and will investigate ways to include ambitions for WPS engagements in geographical areas of specific strategic interest in the fourth NAP, which should serve as a strategic framework for Denmark's profile on WPS – as also expressed in SDG5 and SDG16.

e. Strengthen the focus on addressing underlying structural and gender inequalities within the fourth NAP to target persistent barriers to WPS progress.

The IMWG takes note of this recommendation, and concur with the view that a focus on root causes is needed to tackle inequality. In the development of the fourth NAP, the IMWG will consider ways to strengthen the focus on underlying and structural inequalities. Denmark supports women's meaningful participation in all aspects of peace efforts. This not only empowers women, but also supports a more sustainable peace.

f. Strengthen the focus on the needs and experiences of diverse groups of women within the fourth NAP, acknowledging the impact that intersecting identities have on the WPS agenda.

The IMWG welcomes this recommendation and agrees that the broad needs of women as a diverse group must be addressed. Everyone is entitled to a life in security, without fear and with inclusive participation and equal opportunities, and Denmark works to support societies that do not discriminate. Young women and girls, rural women and LGBTI persons are all included in Danish development efforts, and the IMWG agrees that diversity should be included within the framework of the fourth NAP. The IMWG will explore options to include provisions of the Youth, Peace and Security agenda in the upcoming NAP.

g. Ensure the NAP is integrated into existing strategic planning processes with Danish Government. For example, the annual strategic dialogue between MFA and CSO

partners; integrating WPS into country task force missions; as well as templates for country policies and programme development.

The MFA takes note of this recommendation, and will look into possible and relevant ways to ensure that the fourth NAP can serve as a useful tool for future strategic planning processes, and will welcome relevant engagement with CSOs and other partners to ensure this.

Capacity and resourcing:

- a. Strengthen human resources within MFA to manage and oversee Denmark's NAP, for example by recruiting a gender adviser or appointing an existing staff member with gender expertise as a focal point (for example in the PSF), as well as clarifying the time key staff in MFA participating in the IMWG have to dedicate to the NAP and integrate this into appraisals and job descriptions.

The MFA takes note of this recommendation, and will look into possible avenues for increasing capacity to manage the implementation of the fourth NAP and other WPS engagements.

- b. Take steps to make WPS funding more strategic and in order to enhance impact, focusing on lessons learned regarding what works, what does not, under which contexts and which programming modalities.

The MFA takes note of the recommendation to make WPS funding more strategic and to further focus Denmark's WPS funding, and will investigate how to best include lessons learned from previous WPS efforts into future programming.

- c. Continue to fund targeted WPS programming in addition to mainstreaming activities. This is critical to advancing a WPS agenda, particularly in the most complex settings where women's participation and rights are extremely limited.

The MFA takes note of this recommendation. While mainstreaming is important and essential to further the goal of full equality and reduce the risks faced by women and girls, the MFA agrees that targeted efforts on WPS provide crucial advancements in the most complex and challenging settings, why current Danish WPS initiatives also consist of a number of targeted efforts.

- d. Make internal capacity building and training on WPS and gender mainstreaming available to MFA staff and mission staff from all three NAP signatories. For example, how to conduct an intersectional gender analysis, or integrating gender (and other dimensions) into results frameworks and proposal review processes. Civil society partners could support this.

The MFA welcomes the recommendation. Currently, gender and WPS training is provided both at mission and HQ. The MFA will look into ways of further ensuring this training is updated, relevant, and offered to all relevant staff, in order to further enhance mainstreaming approaches.

The MoD supports efforts to make relevant training available to staff as needed and will seek to enhance cooperation with MFA in this regard. Furthermore, the MoD will continue the effort of Gender Mainstreaming as detailed in the third NAP.

The DNP concurs, that WPS training should be available to all relevant staff, and is seeking to develop a more extensive mandatory training course for mission deployable staff, broadening the WPS agenda. When meaningful, this should include input from civil society organizations.

- e. Ensure implementing partners are using gender-sensitive results frameworks, including sex and age-disaggregated data and gender-sensitive indicators, by making this a requirement in grant/contract compliance procedures.

The MFA agrees that data disaggregated by gender, sex, age and other relevant gender sensitive indicators is an important step in measuring progress and identifying remaining gaps. However, in the spirit of harmonisation and as an effort to make Danish development assistance agile and flexible in fragile and volatile settings, Danish development funding tries to avoid additional conditionalities to grants. Nevertheless, the MFA will, to the extent possible, look into possible avenues for supporting our partners' use of gender-sensitive results frameworks.

- f. Take steps to enhance retention of female personnel, particularly in the MoD. This may require a more introspective analysis of the possible persisting masculine cultures in the Danish armed forces.

The MoD welcomes the recommendation to take steps to enhance retention of female personnel and views it as part of a broader, system-wide effort to strengthen both recruitment and retention efforts. Recognizing recent external, as well as internal research efforts, which point at different challenges to especially female personnel in the Danish armed forces, the MoD intends to build upon such findings to address potential barriers and thus improve retention of female personnel.

The MoD has already initiated a number of initiatives to strengthen the awareness on, and prevention of sexual harassment.

The fourth NAP and the subsequent MoD implementation plan could provide a strong platform to support this effort further, and ensure continued focus.

Furthermore, the MoD will maintain and enhance efforts to increase the number of female personnel deployed as part of the Danish military contributions to United Nations peace efforts (including peacekeeping missions), in compliance with the UN Gender Parity Strategy. The MoD also intends to increase its support to the implementation of and compliance with 1325 at policy level.

The DNP welcomes this recommendation and agrees that retaining female personnel is of great value. Likewise, the DNP will maintain its efforts to retain and increase the number of female personnel at mission, including in leadership positions.

- g. Earmark funds for civil society engagement in Denmark's NAP development and implementation, learning from the approach of other Nordic donors.

The IMWG welcomes the recommendation, and will explore opportunities to further include civil society organisations in the NAP implementation, where relevant. A number of Danish CSOs have been part of a reference group concerning the development and evaluation of previous NAPs. Ensuring relevant and timely inclusion of the civil society in the process of producing the fourth NAP is important, and well noted.

Monitoring, evaluation and learning

- a. Develop a systematic monitoring, evaluation and learning framework for the NAP, which is implemented and followed up on regularly. It must also be resourced if its development, implementation and tracking are to be sustained.
- b. Integrate NAP monitoring into programme-level results frameworks for future NAP engagements and ensure data is disaggregated by gender (and other relevant intersecting identities).
- c. Integrate the NAP's themes and objectives into existing review processes of Danish country programmes and other relevant programmes.

The IMWG welcomes the recommendations on monitoring, evaluation and learning, and will explore opportunities to include such a framework within or attached to the NAP, as well as to integrate such a system into WPS programming and evaluations. The possibility of supporting the fourth NAP with individual implementation plans, where relevant, would provide flexibility to the evaluation framework, given that the evaluation and monitoring mechanisms remain dynamic.

Communications and engagement with Danish missions

- a. Carry out structured communications activities on Denmark's commitments and vision under the NAP, and how this relates to other peace and security, humanitarian and development commitments, in Copenhagen and at post.
- b. Consider producing learning products highlighting Denmark's contributions to WPS and circulating widely in Copenhagen and at post. Mobilise the 20-year anniversary of 1325 to raise awareness within government.

The IMWG welcomes this recommendation. The launch of the fourth NAP will take place in 2020, during the UNSC 1325 resolution's 20th anniversary year. The IMWG agrees that the 20-year anniversary poses a great platform for the launch, and will work towards strategic communication in this regard, including through the IMWG in order to streamline and multiply efforts across the implicated stakeholders.

Governance and stakeholder engagement

- a. Revitalize the Inter-Ministerial Working Group with a clear Terms of Reference, defining the IMWG's role in M&E and accountability to internal and external stakeholders.
- b. Develop a more systematic partnership with civil society in NAP development and implementation. The NGO Network for Conflict Prevention and Peacebuilding (CPPB Network2) could be the starting point for this.
- c. Strategic partnerships should be built at embassy and mission level with partners with WPS specialism, particularly in priority fragile and conflict-affected contexts where Denmark is engaged worldwide. Women affected by conflict should be consulted and included in these processes

The IMWG welcomes the above recommendations, and agrees that the group should have a clear Terms of Reference to clearly define its role in monitoring and evaluating progress on the WPS agenda. Relevant inclusion of civil society organizations and other partners in the development of the fourth NAP is also well noted, and the IMWG will explore possible ways of inclusion. Further enhancing and creating new partnerships at embassy and mission level with local partners holding WPS expertise is also well received.