

**Minutes from meeting in the Council for Development Policy**  
**on 24 June 2022**

- Members: Professor Anne Mette Kjær, University of Aarhus (Chair)  
International Director Jarl Krausing, CONCITO (Vice Chair)  
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Head of International Department Jens Kvorning, SMEdenmark  
Vice Chair Bente Sorgenfrey, Danish Trade Union Confederation
- MFA: State Secretary for Development Policy Lotte Machon (agenda items 1-3)  
Under-Secretary for Development Policy Stephan Schönemann  
Head of Department Sigurd Halling, Department for Multilateral Cooperation, MUS  
Chief Advisor Rikke Enggaard Olsen, Department for Multilateral Cooperation, MUS  
Head of Department Tove Degnbol, Department for Evaluation, Learning and Quality, ELK  
Deputy Head of Department Henrik Larsen, Department for Evaluation, Learning and Quality, ELK  
Special Advisor Anne Marie Sloth Carlsen, Department for Evaluation, Learning and Quality, ELK  
Head of Section Josephine Mittag, Department for Evaluation, Learning and Quality, ELK
- Agenda item 1: Ambassador Martin Bille Hermann, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Counsellor Rinie Siesbye, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Counsellor Mikael Erbs, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Policy Advisor Anne-Sophie Stockmarr Becker, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Policy Advisor Julie Juel Andersen, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Chief Advisor Susanne Wendt, Department for Evaluation, Learning and Quality, ELK
- Agenda item 2: Ambassador Martin Bille Hermann, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Counsellor Rinie Siesbye, the Permanent Mission of Denmark to the United Nations in New York, FNNY

Chief Advisor Susanne Wendt, Department for Evaluation, Learning and Quality, ELK

Agenda item 3: Ambassador Martin Bille Hermann, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Counsellor Mikael Erbs, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Chief Advisor Susanne Wendt, Department for Evaluation, Learning and Quality, ELK

Agenda item 4: Ambassador Martin Bille Hermann, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Policy Advisor Anne-Sophie Stockmarr Becker, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Chief Advisor Susanne Wendt, Department for Evaluation, Learning and Quality, ELK

Agenda item 5: Ambassador Martin Bille Hermann, the Permanent Mission of Denmark to the United Nations in New York, FNNY  
Policy Advisor Julie Juel Andersen, the Permanent Mission of Denmark to the United Nations in New York, FNNY

### **Agenda Item No. 1: General Discussion – Support to New York Based Multilateral Organisations**

*For information and discussion*

The Permanent Mission of Denmark to the United Nations in New York, FNNY

The Council expressed appreciation for the well-written and interesting organisation strategies and asked about the target audience for the strategies as they sometimes seemed too general to be of help to ministerial staff and generally too specific to be relevant to the public. Was there any public interest?

The Council enquired about the balance between core contributions and softly earmarked contributions which varied from organisation to organisation. The Council asked about the rationale behind soft earmarking which was in reality a kind of core contribution, and how earmarked contributions impacted the organisations. The Council encouraged a larger share of core contributions in line with the 30% goal of the Funding Compact (2019).

Members of the Council encouraged a stronger focus on climate, environment and biodiversity across the strategies in line with the Danish strategy for development cooperation “The World We Share”. When comparing the four strategies, the approach varied a great deal. In the case of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), this was barely mentioned despite the fact that women and children were the most vulnerable. In the case of the United Nations Development Programme (UNDP), the ‘green’ areas were well reflected. With the United Nations Population Fund (UNFPA), the climate agenda was mainstreamed across priorities. In the case of the United Nations Children’s Fund (UNICEF),

the climate agenda was implemented mainly through the Water, Sanitation and Hygiene Programme (WASH),

Members of the Council enquired about the Danish approach to the intensified conservative push against human rights, including Sexual and Reproductive Health and Rights (SRHR), which was addressed in several of the organisation strategies.

Noting the variation in implementation capacity among the four organisations and pointing to the importance of country specific experience, Members of the Council enquired about how Denmark engaged with the organisations at the country level and suggested that the strategies would benefit from inclusion of the multilateral-bilateral initiatives. Members of the Council also discussed the balance between furthering Danish interests and addressing organisation-specific strengths and weaknesses in the priorities of the organisation strategies.

Members of the Council also enquired about the operationalisation of the Doing Development Different (DDD)-approach, including the feedback loop from embassies and partners on the ground to the MFA in countries where Denmark was not present. They further emphasised the importance of making use of concrete country-level experience in the strategic dialogue with the organisations and noted the somewhat uniform references to DDD in all four organisation strategies.

Finally, Members of the Council enquired how Denmark worked to promote strengthened cooperation across the UN development system and they emphasised the importance of ensuring that sustainability concerns were included in these UN organisations' procurement policies. It was also noted that the references to the Sustainable Development Goals seemed a bit inconsistent.

The Ambassador thanked the Council for the constructive and insightful comments and informed that the primary target group of the organisation strategies was the foreign service in New York, Copenhagen and embassies. He emphasized that Danish collaboration with the four organisations covered more than the contributions outlined in the organisation strategies and totalled more than DKK 2 billion annually, when the bilateral contributions at country level were included. Regarding soft earmarking, the Ambassador explained that the organisations had established thematic or geographical pooled funding windows to compensate for the declining core funding. While the organisations preferred un-earmarked contributions, soft earmarking provided almost the same flexibility as core funding, and also allowed donors to prioritize thematic or geographical areas of the organisations' work. The declining core funding affected the organisations differently, depending on the size of their budgets. Therefore, Denmark gave 100% core funding to UN Women.

Regarding DDD, the strategies had been harmonized where it made sense. They were written to last for four years, which limited the level of details. The multi-year timeframe of the strategies also provided the organisations with predictability in their funding. It was a Danish priority to encourage UN organisations to apply more adaptive approaches.

Concerning climate and why the focus varied across the strategies, the Ambassador explained that the organisations had different mandates. UNDP had a broad mandate and due to their large

footprint and role in developing countries, the organisation was able to assist countries in accessing climate funds, which otherwise would be difficult. Regarding UNICEF, WASH was the relevant entry point and Denmark was to host the Innovation Hub on WASH in Copenhagen. With UNFPA, mainstreaming made sense due to UNFPA's target group which was among the most vulnerable to the climate crisis and the reason climate resilience was implemented across all action plans within the Fund. The organisation strategy for UN Women did not feature climate as prominently due to the nature of their mandate. However, in 2022 the Commission on the Status of Women (CSW) was themed "Climate and Gender Equality", and climate was mainstreamed across the work of UN Women in line with their Strategic Plan.

Regarding feed-back, the Ambassador referenced the internal MFA contact groups, introduced as part of DDD to ensure feedback from embassies working with the respective organisations on the ground. In countries where Denmark was not present, Denmark relied on collaboration and information sharing among like-minded donors, like other Nordic countries or from other members of the regional group, Western European and Others Group (WEOG). Such information sharing had recently taken place with regard to the country programme documents for Syria, developed by UNDP, UNFPA and UNICEF.

Finally, on the question of SRHR and the conservative pushback, the Ambassador highlighted that Denmark played a central role in advocating for SRHR and human rights through Denmark's bilateral dialogues with the organisations and in the Executive Boards. The advocacy activity of Denmark and like-minded donors had ensured that SRHR was now for the first time part of UNICEF's Strategic Plan.

The Under-Secretary for Development Policy stressed that softly earmarked funding was an important tool to ensure Danish priorities (e.g. on anti-corruption) were promoted by the organisations. On DDD work was still ongoing to get the feedback loops to work in the best manner but it was an effective tool, which would be important to assess when it had been in place for a longer time. Lastly, in response to the Council's questions regarding multilateral-bilateral cooperation, the Under-Secretary for Development Policy highlighted the upcoming publication of an evaluation on multilateral-bilateral support and suggested it as a possible thematic discussion in the Council in the autumn.

The Chair of the Council for Development Policy thanked everyone for a good discussion and welcomed the suggestion of a thematic discussion on multilateral-bilateral support.

## **Agenda Item No. 2: UNICEF Organisation Strategy 2022-2025**

*For discussion and recommendation to the Minister*

DKK 750 million

Permanent Mission of Denmark to the United Nations in New York, FNYY

### *Summary:*

*The United Nations Children Fund (UNICEF) has a unique double mandate, spanning both humanitarian and development settings to protect the rights of every child globally. Across more than 190 countries and territories, UNICEF works to help children survive, thrive and fulfil their potential from early childhood through adolescence. The organisation strategy outlines Denmark's strategic approach to the collaboration with UNICEF with a focus on effectively delivering health, education, child protection and Water, Sanitation and Hygiene (WASH)-services*

*to children and their families in humanitarian and development settings while ensuring cross-cutting results on gender equality.*

*The Council for Development Policy recommended the United Nations Children's Fund (UNICEF) Organisation Strategy 2022-2025 for approval by the Minister for Development Cooperation.*

The Council commended the strategy, including its focus on Sexual and Reproductive Health and Rights (SRHR) and gender as well as the prioritisation of Water, Sanitation and Hygiene (WASH).

Members of the Council also commended the description of the five priorities while asking whether five priorities were too many and if the number of priorities would allow the organisation strategy to be sufficiently focused.

At the same time, Members of the Council questioned that climate change was not marked as a priority. Members of the Council also underscored the importance of ensuring meaningful engagement of youth in the work of the UN to ensure that youth was being heard and in a position to exert influence. A clearer reflection of the youth aspects in the UNICEF organisation strategy was recommended in line with the comments from the Programme Committee.

Members of the Council also called for a strengthened effort with regard to encouraging partners, including UNICEF, to procure more sustainably and to focus more on due diligence in that regard in line with the Danish strategy for development cooperation "The World We Share".

In continuation of the discussion under the first agenda item, Members of the Council noted with concern that only 16% of the contribution covered by the organisation strategy to the UN Children's Fund (UNICEF) was core funding.

Furthermore, Members of the Council noted the assessment of the Multilateral Organisation Performance Assessment Network (MOPAN) concerning the internal challenges facing UNICEF in regard to translating results into outcomes.

Finally, Members of the Council enquired about the "COVID-19 remote service delivery" and asked for examples.

The Counsellor responsible for the Danish cooperation with UNICEF gave an example of COVID-19 remote service delivery. During COVID-19, UNICEF had, in addition to advocating for opening schools during the pandemic, developed education material and content for remote learning for use on tablets, radio and television. The latest Annual Report from UNICEF showed that UNICEF's efforts on education during COVID-19 had reached children that were out of school even before the pandemic.

Regarding climate change, the Counsellor noted that although climate was not a central part of UNICEF's mandate, there were several aspects of UNICEF's programmatic work where climate mitigation and adaptation were highly relevant. The recent MOPAN-assessment indicated that UNICEF's work relating to climate focused largely on WASH-activities, but other areas included the promotion of sustainable education such as educating children on the Sustainable

Development Goals (SDGs) and supporting young climate activists. These were areas that Denmark advocated for further engagement in as seen most recently in the Annual Session of the Board in June 2022.

Denmark also advocated for limiting the overall carbon footprint of UNICEF's activities. The Counsellor took note of the comments on sustainable procurement and added that Denmark was e.g. in dialogue with the UNICEF Supply Division, which was hosted in Copenhagen, on looking into the possibility of using glycol-based wrapping in order to minimize waste.

The number of priorities had been discussed in depth with the Programme Committee and it had been decided to include an additional priority on WASH in the new organisation strategy in light of the new UNICEF Innovation Hub on WASH, which would be hosted in Denmark, and the numerous bilateral programmes on WASH at country level.

In regard to translating results into outcomes, the Counsellor noted that UNICEF's new Strategic Plan had an increased focus on outcome-based results, which was also reflected in the new Integrated Results Framework.

Concerning youth, the Counsellor confirmed that youth was an integral part of UNICEF's work and mandate and underlined that UNICEF's new Strategic Plan had been developed in collaboration and consultation with the global youth. The Ambassador added that youth engagement was a central topic in the UN, which was illustrated not least with the focus of the UN Secretary-General's report "[Our Common Agenda](#)" on youth and with the plans to establish a new UN youth office.

On the question of the relative size of Denmark's core contribution to UNICEF, the Ambassador noted that UNICEF as a large organisation was less prone to declining core funding as UNICEF received approximately USD 1 billion in core contributions annually.

The Chair of the Council for Development Policy concluded that the Council recommended the Danish Organisation Strategy for the United Nations Children's Fund (UNICEF) 2022-2025 for approval by the Minister for Development Cooperation.

### **Agenda Item No. 3: UNDP Organisation Strategy 2022-2025**

*For discussion and recommendation to the Minister*

DKK 1110 million

Permanent Mission of Denmark to the United Nations in New York, FNNY

#### *Summary:*

*The United Nations Development Programme (UNDP) is the largest UN development organisation working in 170 countries and territories to eradicate poverty and reduce inequality. UNDP's role is to help countries develop policies, leadership skills, partnering abilities, institutional capabilities, and to build resilience to achieve the Sustainable Development Goals (SDGs), focusing on three areas: sustainable development, democratic governance and peace building, and climate and disaster resilience as guided by their strategic plan 2022-2025. Based on UNDP's 'six signature solutions' on (1) poverty and inequality, (2) governance, (3) resilience, (4) environment, (5) energy, and (6) gender equality, Denmark's partnership and dialogue with UNDP will focus on governance, resilience, nature, climate and energy, and organisational effectiveness.*

*The Council for Development Policy recommended the United Nations Development Programme (UNDP) Organisation Strategy 2022-2025 for approval by the Minister for Development Cooperation.*

The Council welcomed the United Nations Development Programme (UNDP) organisation strategy and the four Danish priority areas and noted that the strategy concerned an organisation with a unique mandate, the big organisation or flagship of the UN with the development mandate. In the context of an organisation strategy, this could maybe have called for more focus on the need for international cooperation overall as well as a focus on the associated dilemmas and trade-offs.

Members of the Council welcomed the positive assessment of the Multilateral Organisation Performance Assessment Network (MOPAN) of UNDP, including UNDP's ability to adapt to local contexts and noted the decline in funding with concern. At the same time, Members of the Council asked how Denmark worked with UNDP in the areas where there was room for improvement. Furthermore, Members of the Council pointed out that the goals/results to be achieved were not very clearly described in the strategy.

Members of the Council also offered various specific comments and suggestions, including in relation to the priority areas.

In relation to the Sustainable Development Goals (SDGs), Members of the Council expressed a wish to see UNDP more active in their promotion and implementation overall. Members of the Council also wondered why SDG 14 and 15 about life below water and life on land were not marked as relevant SDGs given that the strategy featured UNDP as the 'green' organisation.

In relation to nature, climate and energy, Members of the Council called for UNDP's role as a steer of funding in the climate finance landscape to appear more clearly in the strategy including with regard to small island states, who needed support often by UNDP to access the various global climate funds. In relation to energy access and the facility, Members of the Council pointed to the need for dialogue also with the private sector and reminded that the poorest did not always benefit from a transition to renewable energy.

In relation to governance, Members of the Council pointed to the need for a more balanced approach to democracy, taking into account that democracy could also, in the short term, give rise to instability. The highlighting of anti-corruption in the organisation strategy was commended.

Regarding procurement, Members of the Council noted that UNDP – with support from the Innovation Facility supported by Denmark - had made great progress with regard to sustainable procurement in the health sector in terms of taking climate change, environment and labour rights into consideration. This project was now transitioning into regular organisational development, which made it important to remind that UNDP was the third largest procurer in the UN system and that there was a need for suppliers regardless of their origin to document how they ensure that rules are abided to.

Furthermore, Members of the Council enquired about the size of the Danish contribution to UNDP. According to the strategy, the planned annual disbursement would amount to DKK 370 million. Compared to the more than DKK 900 million disbursed in 2020, the Danish contribution appeared to be in steep decline.

Finally, Members of the Council asked if UNDP was also in any way playing a normative role.

The Ambassador explained that Denmark's total funding to UNDP (and other UN organisations) in a given year would consist of the core and softly earmarked contributions outlined in the organisation strategy plus any additional earmarked contributions to the same organisation at country level. The size of the latter contributions in the years to come was not known at this point in time. Regarding normative work, the Ambassador viewed UNDP as a 'thinker' rather than 'normative', pointing to the organisation's annual Human Development Report as the most important and prominent example of UNDP-generated 'development thinking'.

The Counsellor responsible for the Danish engagement with UNDP explained how UNDP – given its role as Vice-Chair of the United Nations Sustainable Development Group and its role as the “operational backbone” of the UN system – played a key role in the international development landscape and that UNDP worked with several of the SDGs, also those on water and jobs. The Counsellor also explained how it was a top priority for UNDP to facilitate access to increased funding from both the International Financial Institutions and the private sector – and that UNDP had been successful in this. Regarding UNDP's work on democratic governance, the Counsellor highlighted the discussions about trade-offs and dilemmas in connection with UNDP's country programmes in Syria and Afghanistan.

The Counsellor highlighted concrete measurements of results – e.g. increased participation in elections – as examples of how Denmark would track UNDP's efforts in the governance area. Regarding results in general, the Counsellor informed that UNDP delivered on its result framework. The Ambassador added that UNDP pioneered the effort on anti-corruption in Ukraine, which as later followed up by EU. He emphasized that UNDP was a very big organisation in terms of presence, activities and expectations. Sometimes this made it difficult to see what UNDP wanted to achieve and its role. This was something the organisation struggled with also internally.

The Counsellor agreed with the need for a stronger focus on sustainable procurement. UNDP was moving towards a more holistic approach. As an example, he mentioned how UNDP in Vietnam had transformed a waste management project in Hanoi to a national climate change programme.

The Chair of the Council for Development Policy concluded that the Council recommended the Danish Organisation Strategy for the United Nations Development Programme (UNDP) 2022-2025 for approval by the Minister for Development Cooperation.

#### **Agenda Item No. 4: UNFPA Organisation Strategy 2022-2025**

*For discussion and recommendation to the Minister*

DKK 1118 million

Permanent Mission of Denmark to the United Nations in New York, FNNY

##### *Summary:*

*As the United Nation's sexual and reproductive health agency, the United Nations Population Fund (UNFPA) strives to reach three transformative goals: (1) end preventable maternal deaths, (2) end the unmet need for family planning and (3) end gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage. Based on this, the new Danish organisation strategy for UNFPA outlines key priority areas and results to be achieved in the Danish cooperation, namely: (i) advance sexual and reproductive health and rights (SRHR) of every woman, adolescent and youth and strengthen UNFPA's normative role, (ii) advance access to sexual and reproductive health commodities, and (iii) promote SRHR and protection from Sexual and Gender-Based Violence (SGBV) in humanitarian settings.*

*The Council for Development Policy recommended the United Nations Population Fund Organisation Strategy 2022-2025 for approval by the Minister for Development Cooperation.*

The Council welcomed the strong emphasis on Sexual and Reproductive Health and Rights (SRHR) in the organisation strategy, but questioned why Sexual and Gender-based Violence (SGBV) did not have its own priority – or a stronger cross-cutting emphasis - in the light of it also being one of the three goals of the UN Population Fund (UNFPA) and in the light of it having emerged as an even more crucial issue during the COVID-19 pandemic.

The Council also called for a stronger focus on gender equality as a fundamental prerequisite for promoting SRHR and achieving UNFPA's mandate. In this connection, Members of the Council highlighted the sizeable Danish contribution to UNFPA which left room for ambitions going beyond targeted interventions when it came to gender-based violence. Members of the Council also highlighted the importance of ensuring synergies between the work of UNFPA and the UN Entity for Gender Equality and the Empowerment of Women (UN Women), including ensuring adequate funding for UN Women.

Members of the Council asked about what follow-up steps had been taken to the assessment of the Multilateral Organisation Performance Assessment Network (MOPAN), which recommended updating UNFPA's humanitarian strategy. Furthermore, Members of the Council called for more elaborations in the organisation strategy on how UNFPA ensured gender-balance amongst its own staff, including senior management.

Members of the Council enquired about the decision to move away from funding UNFPA's Innovation Facility and instead expand the contribution to support UNFPA Supplies. More information was also requested on the decision to geographically earmark the contribution to UNFPA Supplies to the Sahel-region.

The Policy Advisor responsible for Denmark's engagement with UNFPA took note of the recommendation to include more language on SGBV across the strategy, although there was already a specific priority on SRHR and SGBV in humanitarian settings. The importance of collaboration and synergy between the work of UNFPA and UN Women on gender equality was

included on page 8 of the organisation strategy, but the focus on gender equality could be emphasised more in the organisation strategy for UNFPA.

In follow-up to the MOPAN-assessment, which recommended an update of UNFPA's humanitarian strategy, the Policy Advisor noted that there was a much stronger emphasis on humanitarian work in UNFPA's new Strategic Plan 2022-2025. This also included a focus on localization and collaboration with women-led organisations. The decision to stop funding UNFPA's Innovation Facility and to extend the funding to UNFPA Supplies was based on an internal review by the MFA, which had found that UNFPA had mainstreamed innovation in a successful manner across the organisation. For this reason, it had been decided to find a new place to put the Danish funds to use and it had been decided to focus specifically on delivering SRHR services and commodities to women and girls on the ground. The specific geographic focus on the Middle East and West Africa (including the Sahel-region) was based, amongst other things, on Denmark's strategy for development cooperation "The World We Share" and its focus on fragile contexts.

The Ambassador confirmed that the organisation strategy would be updated with more information on the internal gender balance in UNFPA. He highlighted the gender balance in UNFPA's senior management where the Executive Director was a woman from Panama, and the two deputy Executive Directors were a woman from Guinea and a man from Denmark (Mr. Ib Petersen).

The Chair of the Council for Development Policy concluded that the Council recommended the Danish Organisation Strategy for the UN Population Fund (UNFPA) 2022-2025 for approval by the Minister for Development Cooperation.

#### **Agenda Item No. 5: UN Women Organisation Strategy 2022-2025**

*For discussion and recommendation to the Minister*

DKK 225 million

Permanent Mission of Denmark to the United Nations in New York, FNYY

#### *Summary:*

*As the United Nation's entity dedicated to gender equality, the United Nations Entity for Gender Equality and the empowerment of Women (UN Women) works to achieve the empowerment of all women and girls and the full enjoyment of their human rights. This is done through its 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 (3) undertake operational activities, including supporting Member States in developing and implementing gender-responsive laws, policies and strategies. Based on this, the new Danish organisation strategy for UN Women focuses on strengthening global norms, policies and standards on gender equality and the empowerment of women and girls, including by promoting the Sexual and Reproductive Health and Rights (SRHR) agenda, and continuing to strengthen and expand its coordination mandate in and outside the UN system as well as ensuring that women lead, participate in, and benefit equally from governance systems.*

*The Council for Development Policy recommended the UN Women Organisation Strategy 2022-2025 for approval by the Minister for Development Cooperation.*

The Council welcomed the priorities for the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) as outlined in the organisation strategy, including the focus on its normative and coordinating role.

The Council also welcomed the allocation of 100% core funding for UN Women. At the same time, the Council questioned the low level of funding compared to the UN Population Fund (UNFPA), considering the importance of the mandate of UN Women and the disproportionate impact of current crises on women and girls. Furthermore, even though UN Women was not supposed to be operational, experience with operations on the ground were critical to be successful in terms of its normative mandate.

Members of the Council welcomed the central focus of Sexual and Reproductive Health and Rights (SRHR) and economic empowerment of women. Members of the Council called for strengthening the language on how UN Women should work to support the design of more climate projects that included a gender perspective.

Members of the Council recommended more emphasis on sustainable procurement and stressed the need for due diligence and respect for international standards such as the UN Guiding Principles for Business and Human Rights.

Finally, Members of the Council called for more elaborations in the organisation strategy on how UN Women ensured gender-balance amongst its own staff, including senior management. Members of the Council also asked whether the burgeoning food crisis gave reason to reconsider the priorities.

The Policy Advisor responsible for Denmark's engagement with UN Women highlighted the relatively small size of UN Women in comparison to e.g. UNFPA, and stressed that the size and allocation of the funding took this into consideration. The Policy Advisor acknowledged UN Women's limited operational capacity and pointed to the critical nature of its partnerships with other UN agencies in promoting its normative role on the ground, including through its partnerships with UNFPA. Furthermore, the Policy Advisor explained how UN Women planned to establish a new gender coordinator function, which would strengthen UN Women's reach and cooperation with UN Country Teams (UNCTs) where the organisation was not present.

On the question of gender parity within the organisation and its top management, UN Women's Executive Director and two Deputy Executive Directors were all women, and 74 % of staff were women. UN Women furthermore supported efforts to promote gender parity across the UN system, gathering data on the subject and had established a Gender Parity Dashboard in cooperation with the United Nations Development Programme (UNDP). The limited explicit reference to climate in the organisation strategy was acknowledged, but the Policy Advisor noted that climate was mainstreamed in UN Women's strategic plan and featured centrally in its efforts across different areas, including through its coordinating function, which included ensuring that a gender perspective was integrated into the work of other UN agencies and UNCTs, including in climate programmes.

The Ambassador highlighted UN Women's important coordinating role and mandate to support gender mainstreaming throughout the UN system, as exemplified in UN Women's support to

the development of UNDP's new gender equality strategy as well as how UN Women influenced the United Nations Resident Coordinators.

The Chair of the Council for Development Policy concluded that the Council recommended the Danish Organisation Strategy for the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) 2022-2025 for approval by the Minister for Development Cooperation.

**Agenda Item No. 8: Any Other Business**

No issues were raised under this agenda item.