

Implementation of GA RES 72/279 on Repositioning of the UN Development System

UN-Women's Information Note

February 2020

I. Introduction

1. UN-Women is pleased to provide its Executive Board with an update on its engagement in the repositioning of the UN Development System, supplementing earlier information notes presented to the Executive Board in 2019. UN-Women continues to make necessary changes to fully align with UNDS reforms and reap its benefits in support of gender equality and women's empowerment. It does so in close coordination with the United Nations Sustainable Development Group (UNSDG), under the leadership of the Deputy Secretary-General, and with the support of United Nations Development Coordination Office (DCO) and the Transition Team.
2. UN-Women has focused its engagement in UN reform processes in support of the following objectives:
 - Ensuring that gender equality and women's empowerment figures centrally in new/revised frameworks, structures and processes in support of the implementation of the 2030 Agenda and the SDGs. This includes strategic documents, such as the System-Wide Strategic Document and the UN Sustainable Development Cooperation Frameworks (UNSDCF), as well as systems and processes, such as gender equality markers and gender mainstreaming tools, and efforts towards gender parity;
 - Ensuring that the UN system continues to support a strong normative agenda and promote the participation of key stakeholders in policy making, including civil society;
 - Ensuring that smaller UN entities, such as UN-Women, enhance their ability to make an impact in a cost-effective manner and that they benefit from harmonization and streamlining of business processes to unlock greater resources for programmes that improve the lives of women and girls.
3. In line with these emphases, in 2019, UN-Women focused on:
 - Engagement in all relevant UNSDG working groups and processes at global and regional levels to ensure the strong reflection of gender perspectives, as well as with the UN Development Cooperation Office;
 - Substantive inputs in the UNSDCF guidance and its roll-out to ensure gender mainstreaming in analysis and intervention designs;
 - Adjustments to UN-Women programming and structure, such as changing the reporting lines of Representatives to reflect the role of Resident Coordinators or amending internal guidance on Strategic Notes to ensure that these fully align with UNSDCF;
 - Reflecting the repositioning of the UNDS in UN-Women's own change management process, including the right-sizing of field presence, better leveraging UN Country

Teams (UNCTs) where UN-Women is nonresident, and making changes to headquarters structures to provide better support to field offices, Member States, and other relevant stakeholders.

4. Building on 2019 milestones, UN-Women will focus on the following objectives in 2020:
 - Engagement in regional and multi-country office systemwide reviews and ensure that UN-Women's field presence takes into consideration the capacities of the UNDS as a whole and eliminates any duplication;
 - Ensure that the Mid-Term Review of the Strategic Plan 2018-2021 takes into account the implications of UNDS repositioning on UN-Women's corporate strategy, and propose adjustments as needed;
 - Start the development of the new Strategic Plan in close consultation with other UN entities to ensure that it fully reflects the expectations of the UNDS repositioning;
 - Further refine UN-Women's collaborative advantage, which aims to leverage partnerships in support of greater results for women and girls, including in line with the outcomes of Beijing+25 and Generation Equality;
 - Finalize UN-Women's country typology, including through piloting new approaches to facilitate UN-Women's support to national partners and UNCTs where the Entity is nonresident;
 - Support the roll-out of UNSDCF's in all relevant countries to ensure the strong reflection of gender equality perspectives.
5. This paper provides an update on key developments since September 2020 across the areas of UN-Women's engagement in the UNDS repositioning.

II. Supporting the new UN Resident Coordinator system

a. Management and Accountability Framework (MAF)

6. UN-Women has implemented the revision of the job description for its Country Representatives, ensuring the language and approaches are aligned with those of other agencies, funds and programmes. In line with the MAF, the Country Representative job description recognizes the matrixed, dual reporting line to the Resident Coordinator (RC) as UNCT member for contributions and support to the implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF).
7. Furthermore, during end-of-cycle performance assessments, Regional Directors will request feedback and inputs from Resident Coordinators on the performance goal dedicated by each Country Representative on their responsibilities related to the UNCT as part of end-of-cycle performance assessment.
8. UN-Women has continued to follow up with the UN Development Coordination Office to ensure UN-Women Regional Directors can participate in discussions related to the performance of Resident Coordinators and has received positive indications in this regard.

b. Support to the RC pool

9. UN-Women has been actively encouraging its staff to pursue RC roles, supporting the RC pool by nominating qualified candidates for the RC assessment process. In 2018, UN-Women nominated two candidates to the RC pool, and in 2019 one candidate from UN-Women participated in the first round of RC assessments. One staff member was successfully nominated by UN-Women from the RC pool for a Resident Coordinator position.
10. In support of the Secretary-General's system-wide Strategy on Gender Parity, UN-Women facilitated the development of the Enabling Environment Guidelines for the United Nations System. The Guidelines provide recommendations and good practice examples to foster a more inclusive organizational culture, a more diverse workforce within the UN system, and a safe and respectful work environment. UN-Women has supported awareness raising and capacity development within the UN system on the Guidelines and disseminated these at the RC global retreat.

c. Funding: levy implementation, cost sharing

11. UN-Women started collection of the 1% coordination levy from donors in the second quarter of 2019 on tightly earmarked contributions. Two quarterly reports were submitted in a timely manner to UNDCO, with the following funds remitted:
 - Q2 2019 – USD \$ 5,518
 - Q3 2019 – USD \$57,643
12. UN-Women will submit its Q4 remittance of approximately USD \$130,000 by 31 January 2020. UN-Women's experience with the implementation of the 1% levy indicates that majority of donors are electing to take the 1% levy from programmatic funding, rather than adding the 1% on top of the contribution amount. This has resulted in lower revenues for UN-Women, with reduced programmatic funding for non-core projects.
13. As advised by the Deputy Secretary-General, UN-Women will complete an impact assessment on private sector engagement and provide details of UN-Women's transaction costs associated with collection of the 1% levy by the second quarter of 2020, after a full year of implementation.

III. Funding and Financing

a. Funding compact

14. UN-Women remains committed to all entity-specific and collective commitments in the Funding Compact and is making progress on all the UNDS commitments in the Compact.
15. UN-Women continues to engage with its Executive Board on the Funding Compact and presented its 2019 report for the Structured Dialogue on Financing at the second regular session of the Executive Board. The Entity has continued close collaboration with UNDP,

UNICEF, and UNFPA on the Structured Dialogue on Financing, including through a joint informal briefing on the Funding Compact.

16. UN-Women published the Compendium of Financial Partner Contributions 2018, which provides a comprehensive financial analysis by funding types and sources. In early 2020, UN-Women will publish its Regular Resources Report, which acknowledges regular resource contributions and examines how regular resources drive results.
17. UN-Women believes that the visibility of results and a strong link between results and resources are essential to enhance the financing of the Entity, and plans to launch a comprehensive online Transparency and Results Gateway in 2020 that will provide information on how and where UN-Women uses resources, showcasing results enabled by funding partners' support.

b. Reporting on financial data

18. UN-Women recognizes the importance of improving transparency of system-wide financial data and has actively engaged through the UNSDG in the development of the financial data cube. UN-Women provided its 2018 financial statements data to the Chief Executives Board for Coordination (CEB), in accordance with UN data cube standards. UN-Women is updating its Enterprise Resource Planning System and Reporting Tools to capture data requirements for Standard III Geographical Location, Standard IV Financing Instruments, Standard V Sustainable Development Goals and Standard VI Contributor Type. These will be rolled out in Q1 of 2020.

c. High-Level Task Force on Financing for Gender Equality

19. In addition to actions undertaken within UN-Women to advance transparency, common results, pooled funding, cost-recovery, and visibility of core contributions to its work, UN-Women is supporting collaborative efforts of the UN system to drive and strengthen sustainable financing for gender equality, spearheading work on gender equality markers, and co-chairing the High-Level Task Force on Financing for Gender Equality. The Task Force analyzed the findings of a 2017 review, which indicated that only 2.03% of UNDS expenditures were allocated to work on gender equality and empowerment of women. UN-SWAP and UNCT-SWAP reporting supported by UN-Women indicates that resourcing of gender-related work remains an area of weakness for the UNDS.
20. The recommendations of the Task Force were presented to the Secretary-General in December 2019 and will inform next steps to strengthen gender equality financing in the UN system. These recommendations emphasize the importance of:

- Establishing and resourcing strategic plan priorities on gender equality within each entity's plans and budgetary frameworks;
- Reviewing the adequacy of the gender architecture;

- Establishing baselines/targets for such architecture and entity-specific financial benchmarks for gender equality;
 - Implementing entity policy on financial tracking mechanisms for gender equality work;
 - Ensuring systematic, comparable financial tracking and harmonized reporting by all entities; and
 - Mainstreaming gender equality in pooled funding and leveraging innovative financing in support of gender equality outcomes.
21. UN-Women is supporting the development of an implementation plan to address the recommendations of the Task Force and will support implementation of its recommendations in 2020.

IV. Strengthening system-wide support to the SDGs and the 2030 Agenda

- a. Strengthening system-wide analysis, planning and reporting through UN Sustainable Development Cooperation Frameworks (UNSDCFs)**
22. UN-Women sees the reform as a key opportunity for the UN system to deliver for women and girls at the country level. Given the importance of the UNSDCF as a planning and implementation tool, UN-Women has assigned staff to support the different working groups developing all the relevant guidance documents to ensure gender perspectives are mainstreamed in the framework.
23. UN-Women contributed key inputs on gender equality to the UNSDG Operational Guide on Leaving No One Behind, the interim draft of which was launched in 2019 with subsequent roll-out piloted in three countries: Tunisia, Cameroon, and Nepal. Feedback from the pilots indicate that the guide has been an important tool to identify groups at risk of being “left behind” in current development, humanitarian, and peacebuilding initiatives.
24. As a key input to Common Country Assessments (CCAs) and to mainstreaming gender perspectives into UNSDCF, UN-Women is working with governments, UN partners, and other stakeholders to develop Country Gender Equality Profiles. Framed under international, regional and national commitments to gender equality and women’s empowerment, the profiles are in-depth, national-level analyses of the status of women and men, based on both statistical and qualitative data. Country Gender Profiles are currently being developed in the majority of UNSDCF roll-out countries.
25. In 2019, UN-Women updated its internal guidance on Strategic Notes to ensure full alignment with the UNSDCF guidelines. This revised guidance was used by country and regional offices for drafting new Strategic Notes. The Entity has also provided flexibility to country offices due to draft a new Strategic Note to enable the alignment of its submission with respective UNSDCF cycles. As a result, three new Strategic Notes

(Mexico, Liberia and Mali) were drafted in 2019 to enable full alignment with the UNSDCF cycle.

b. Capacity development

26. In support to UNSDCF roll-out, UN-Women is investing in staff skills and capacity development for the development of gender responsive UNSDCFs. Following the finalization of the new UNSDCF guidance in June 2019, UN-Women organized a capacity development workshop for its staff in UNSDCF roll-out countries, as well as regional staff, in partnership with DCO. The workshop provided an important forum for UN-Women to strategize its engagement in and support to UNSDCF roll-out processes and to ensure that staff have access to the most updated knowledge.
27. UN-Women set up a “UNSDCF Support Facility and Community of Practice”. This functions through an online platform that offers tailored resource materials to staff, as well as a mechanism for peer-to-peer exchange and webinars, providing surge capacity to UN-Women country offices engaged in the UNSDCF roll-out.
28. UN-Women has been working closely with DCO at global and regional levels to ensure that gender equality and women’s empowerment, as a UNSDCF guiding principle, is consistently incorporated in the UNSDCF roll-out process, including in regional Training for Trainers workshops organized by DCO for UNSDCF roll-out countries, and through regional Peer Support Group mechanisms during UNSDCF roll-out. For example, in the Americas and the Caribbean, UN-Women co-facilitated four strategic prioritization workshops in 2019 with DCO. In the Asia-Pacific region, UN-Women co-facilitated trainings for four UNSDCF roll-out countries on Human Rights and Gender with OHCHR and UNFPA.
29. At country level, UN-Women country offices played a prominent role in supporting UNCT capacity development for gender mainstreaming and gender-responsive programming, including through provision of tailored policy support; trainings for UNCT members and gender focal points on gender mainstreaming strategies and UNCT accountability tools (UNCT-SWAP and the UNCT Gender Equality Marker); gender-responsive monitoring and evaluation, including training on the gender-specific indicators of the 2030 Agenda; evidence-based programming; and training for UN Gender Theme Group members to develop their capacities in strategic communications, for example.

c. Tracking system-wide results at corporate and country level

1. The draft United Nations System-Wide Strategic Document¹ (SWSD) aims at strengthening UNDS support to Member States’ implementation of the 2030 Agenda by articulating

¹ [https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/SWSD-3%20June%202019\(1\).pdf](https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/SWSD-3%20June%202019(1).pdf)

concrete responses to identified gaps and overlaps in capacities. In this context, each UNDS entity is intensifying efforts to strengthen its own internal abilities and systems with a particular focus, inter alia, on the area of gender equality. UN-Women is specifically tasked, through the entity-specific System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), with facilitating substantial and sustained improvement in the UNDS performance on mainstreaming gender equality and the empowerment of women and girls.

30. UN-Women has continued to provide capacity development and technical support to the implementation of the UN-SWAP 2.0 and its country-level equivalent, the UNCT-SWAP, which were both revised in 2018 to contextualize these within the 2030 Agenda. UN-Women has supported 66 UN entities to prepare and submit reports on UN-SWAP indicators. In 2019, UN-Women trained representatives of 32 UNCTs on the revised UNCT-SWAP framework and other tools to support gender mainstreaming in common processes and provided advisory support to 20 UNCTs for the preparation of reports on UNCT-SWAP indicators. Through direct outreach and engagement with other UN entities, UN-Women continued to raise awareness of UNCT-SWAP reporting requirements and support its roll-out at country level, co-facilitating the implementation of UNCT-SWAP with UNFPA in four countries in the Asia-Pacific region, for example.
31. About 60 UNCTs are now engaged in piloting UN INFO, which includes mandatory reporting on resources allocated collectively under the UNSDCF cycle to support national gender equality priorities (the “UNCT Gender Equality Marker”). In 2019, UN-Women led the finalization of the UNCT Gender Equality Marker Guidance Note and delivered learning sessions to its staff through different modalities on the tool in support of implementation at country level.

d. Improving the production and use of gender data for SDG monitoring and implementation

32. UN-Women is supporting the prioritization and integration of a gender perspective into global statistics in order to strengthen monitoring progress on gender equality commitments in the SDGs. UN-Women is custodian of three SDG indicators and co-custodian of many more, and spearheads coordination efforts across UN agencies on SDG 5 reporting for the annual Sustainable Development Goals Report² and the accompanying Secretary-General report. Building on this work, UN-Women is supporting national level analysis and reporting on all SDGs from a gender perspective and encourages countries to mainstream gender analysis in their voluntary national reviews.
33. As member of the Inter-Agency and Experts Group on SDGs (IAEG-SDGs) and through its technical guidance to the data disaggregation workstream of the IAEG-SDGs, UN-Women has advocated strongly for multi-dimensional disaggregation of SDG indicators from a gender perspective. Emphasizing that factors that contribute to women’s and girls’

² <https://www.un.org/sustainabledevelopment/progress-report/>

disadvantages do not operate in isolation, UN-Women led consensus building within the IAEG-SDGs on the need to prioritize sex disaggregation and multidimensional disaggregation from a gender perspective. UN-Women’s advice on policy priorities and current and future disaggregation plans related to gender were presented by the IAEG-SDGs at the 50th session of the Statistical Commission.

e. Engagement in coordination bodies

34. UN-Women continues to contribute to key UNDS repositioning processes through its engagement in the UNSDG Core Group and other UNSDG Working Groups, with staff deployed to task teams and working groups at global, regional, and country levels.
35. UN-Women is a member of the Secretary-General’s Executive Committee that convenes weekly to discuss current developments with systemwide implications. This is an important forum for ensuring gender equality is fully embedded in decisions at the highest level of the UN.
36. Through its engagement and leadership in interagency coordination mechanisms, UN-Women has contributed to the UN system’s joint agenda setting. On the occasion of the twenty-fifth anniversary of the adoption of the Beijing Platform for Action, the Inter-Agency Network on Women and Gender Equality chaired by UN-Women is producing a “Beijing+25 Synthesis Report”, which seeks to assess, for the first time, the contributions of the UN system as a whole to the implementation of the Platform, with a focus on the past five years. A total of 46 UN entities have contributed to the forthcoming report, which will include recommendations for the UN system.

V. Advancing shared business operations and common premises

a. Efficiencies from Business Operations Strategy

37. UN-Women has continued its active engagement in the Business Innovation Group (BIG), which is leading system-wide efforts to identify efficiency gains in the area of common business operations through its different workstreams. The Entity contributed to the finalization of the revised Business Operations Strategy (BOS) 2.0 guidance, which focuses on service lines with the highest potential for efficiency gains across participating UNCT entities, and to piloting the BOS at country level, investing in capacity building workshops in two regions for BOS implementation, which will be continued to cover all regions in 2020.
38. UN-Women also participated in the interagency pilots at country level related to furthering the work on the Common Back Office (CBO) workstream. The aim of the pilots was to get a better understanding of costs by different function and activity across entities within selected countries in order to identify potential consolidation opportunities. The Entity also

participated in the “UN Marketplace Survey” for Global Shared Service Centers, which was aimed at mapping existing service needs and potential offerings to and from different UN entities. This survey will be further refined in 2020.

39. The data from the BOS and CBO pilots will be used to inform the suggested way forward for CBO and service line establishment. UN-Women will continue to provide its perspective as service recipient with regards to improving efficiency and effectiveness.

b. Moving toward common premises

40. The Task Team on Common Premises, of which UN-Women is an active member, supported the completion of three of six pilots to review options for consolidation. UN-Women will continue to consolidate options and strategies among existing locations.

VI. Optimizing UN-Women to deliver in a repositioned UNDS

41. Over the last year, UN-Women has been undergoing a change process to address organizational challenges and optimize the Entity’s institutional capacity to deliver impactful results in the context of a repositioned UNDS. This change process has focused on three main workstreams:

- Optimizing UN-Women’s field presence, including at the regional level;
- Optimizing UN-Women’s headquarters structure and functions, including knowledge management;
- Improving and streamlining business processes and workflows.

42. This process also aims to address issues identified in evaluations and assessments, including the 2018 Multilateral Organizational Performance Assessment Network (MOPAN)³. Since the last update, significant progress has taken place across all three workstreams.

a. Optimizing UN-Women’s field presence

43. UN-Women has completed the first phase of its country typology review. This phase included a review of UN-Women’s field footprint to bring it in line with available resources, prioritizing support in regions/countries with the greatest needs and using the opportunities created by UNDS Reform at country level.

44. The analysis, as well as earlier recommendations included in the 2016 evaluation on UN-Women’s regional architecture, highlighted that UN-Women’s “programme presences” have not always been able to deliver in line with their original intent, i.e. to support a specific, time-bound project. In view of this, it was decided that UN-Women would prioritize full-fledged country offices for its field presence, with full capacity to deliver on the entire triple mandate of the Entity. UN-Women also committed to take advantage of country level impacts of UNDS reform to ensure support and coordination within the UN-

³ <http://www.mopanonline.org/assessments/unwomen2017-18/>

Women mandate for governments, national partners and UNCTs for countries where UN-Women cannot be present.

45. The approach included a review of CCAs and UNDAFs to determine countries where the strategic needs and priorities are aligned with UN-Women's comparative advantages and link with the priorities set out in the Strategic Plan. It also included a review of financial sustainability (revenue, management ratio, and resource mobilization pipeline), an analysis of needs related to gender equality and women's empowerment, national capacity, partnership opportunities, income and inequality levels and the risk environment.
46. In line with this analysis, UN-Women will increase its capacity in 19 offices, bringing UN-Women's field presence to a total of 84 offices, including Regional Offices. At the same time, for 16 programme presences and 3 country offices UN-Women is gradually rationalizing its physical presence while ensuring that all existing programme commitments are met. Reaping the benefits of UNDS reform UN-Women is intended to advance its mandate both as resident and non-resident agency engaging in new and re-invigorated partnerships at the local level.
47. Within a repositioned UNDS, UN-Women needs to take full advantage of UNCTs in countries where it is not present to provide support to as many countries as possible in a cost-efficient manner. Making full use of the opportunities provided by UNDS reform, several modalities are under consideration and being piloted to that end. These include:
 - Support to the UNCT from UN-Women's Regional Office, in particular to input into the CCA/UNSDCF;
 - Provision of dedicated support/capacity to the Resident Coordinator's office;
 - Implementation through another UN agency, while supporting with knowledge and expertise from UN-Women;
 - Direct and ad-hoc support to national partners, upon request.
48. UN-Women is currently piloting these various models and will develop a set country typology based on lessons learned from these pilots. In particular, UN-Women is developing standard criteria and indicators aligned to the Strategic Plan to systematize decisions on field presence. Some level of flexibility is also needed to accommodate UN-wide decisions to provide a comprehensive response from the UN system to specific countries or regions.
49. In addition, UN-Women continues to engage in systemwide discussions on Multi-Country Offices (MCOs) and has participated in the related Inter-Agency Working Group. Countries and territories serviced by MCOs have expressed the expectation for more tailored country support, enhanced physical presence, increased policy and technical resources, deeper integration into intergovernmental fora, strengthened data capacities, and better access to finance and South-South and Triangular cooperation.
50. In a context of resource constraints that do not allow for full physical presence in all countries under MCOs, UN-Women will contribute to the development of knowledge networks, flexible arrangements (such shared staff positions and remote access), and where

possible according to the availability of resources, deployment of staff to countries outside of the main MCO locations.

51. UN-Women has also supported the development of country implementation plan templates that will be the main planning vehicle for countries under MCOs. UN-Women will continue to work with regional organizations and Member States to ensure access to influence in intergovernmental processes, including the Commission on the Status of Women, and to support reporting on inter-governmental agreements. UN-Women has also committed to participating in interagency efforts to expand partnerships for innovative financing for governments to achieve SDGs.

b. Regional level

52. UN-Women has participated in the global Internal Review Team that is focused on the UN's work at the regional level. Regional Offices have similarly actively engaged in the respective discussions taking place at the regional level. A key focus of this work has been the establishment of Regional Cooperation Platforms and the development of respective implementation plans for the roll out of these platforms. Issues-Based Coalitions are an important component of these platforms and are already in place in several regions, including some coalitions specifically focused on gender equality. UN-Women considers this as a best practice which it would like to see replicated in all regions. Knowledge hubs and access to regional expertise are also important tenets of the discussion. UN-Women is already working on having its knowledge base on gender equality well integrated into these platforms.

53. UN-Women is currently looking at capacity that can be decentralized from headquarters to the field, in particular Regional Offices. This decentralization will take place while simultaneously strengthening the policy architecture of the Entity and its knowledge networks towards a globally matrixed/networked organization. This process is expected to strengthen the capacity of Regional Offices to deliver integrated policy and programming support to governments and national partners.

c. Optimizing UN-Women's headquarters structure and functions

54. UN-Women has continued to implement changes at headquarters. The strategic planning capacity of the Entity has been strengthened and consolidated with strategic budgeting, risk management and corporate governance capacity under a Strategy, Planning, Resources and Effectiveness Division. The Division integrates corporate strategy, resources management and performance measurement to support improved decision-making and governance to manage for results, while ensuring increased transparency and accountability to UN-Women's Executive Board and stakeholders. The Division monitors corporate programmes and budget implementation to ensure coherent achievement of results in keeping with the Strategic Plan.

55. A new section integrating various parts of the organization working with the private sector has been created within the Strategic Partnerships Division. This brings together the teams

managing the HeForShe campaign, the Women's Empowerment Principles, the Unstereotype Alliance, as well as our partnerships with National Committees and private sector partnerships more broadly.

56. The Policy, Programme and Intergovernmental Divisions have been consolidated under one Director, who joined the Entity in October 2019. The Director is leading a transformation process to better integrate the various areas of work in support of UN-Women's triple mandate and enhance programmatic focus using an evidence-based approach. This process will also inform decentralization efforts.

57. The Executive Office has finalized its integration with a joint team supporting the Executive Director and her deputies.

d. Improving and streamlining business processes and workflows

58. Since the last update, UN-Women has completed two important deliverables in this area. First, UN-Women has reviewed its internal governance with a view to optimize it. UN-Women clarified the roles and responsibilities of various management bodies through clearer Terms of Reference, medium to long-term programmes of work, and better communication of outcomes. A Business Review Committee, co-chaired by the Deputy Executive Directors, has been established to fast-track and facilitate operational decision-making, monitor performance against corporate indicators, and prepare decisions to be escalated to the Executive Director.

59. Second, in order to bring greater focus and quality to its work, UN-Women launched a process of quarterly "portfolio reviews". The reviews entail an examination of a defined set of UN-Women's programming through various lenses for strategic alignment, emerging issues, sustainability, efficiency and effectiveness. This will allow the Entity to rank projects, identify successful patterns and approaches, troubleshoot weaknesses, and inform senior management decision-making. A pilot phase for portfolio reviews is currently underway for the Asia-Pacific region.

60. In addition, the Independent Evaluation and Audit Service assessed the Project Cycle discipline and framework within UN-Women. This assessment is informing changes in the approach to risk management from a compliance approach towards risk-informed decision-making.

VII. Conclusion

61. The focus of UNDS reform is overall progressing increasingly from conceptualization to implementation. UN-Women will continue to engage proactively in system-wide processes on the repositioning of the UNDS, ensuring that the outcomes of these processes support the achievement of gender equality and women's empowerment, and will continue to promote the implementation of system-wide commitments to gender equality and the empowerment of women amongst partners in the UNDS. This includes UN-Women's leadership at the country level through the UNSDCF engagement, which will also entail

mobilizing a range of partners including civil society and private sector, to drive implementation of normative commitments. UN-Women will also actively contribute to accelerating progress through the decade of action for the SDGs, including through the Beijing+25 process.

62. As outlined above, looking ahead, UN-Women will engage closely with key elements of the reform still underway, including the finalization of the Funding Compact, and the global and regional level chapters of the MAF. The Entity will also capitalize on the ongoing Mid-Term Review of its current Strategic Plan in 2020 to optimally deploy its triple mandate and further advance the UNDS reform agenda, validating its reform responsiveness and identifying additional opportunities for alignment.