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Management comments and action plan

The Executive Director of UN Women, and the Director of the Strategic Partnerships Division accepted all recommendations and are in the process of implementing them. Comments and/or additional information provided have been incorporated in the report, where appropriate.

Low risk issues (not included in this report) have been discussed directly with management and actions have been initiated to address them.

Helge S. Oottveiten
Director
Office of Audit and Investigations
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1. Is the organizational structure, including roles and responsibilities, adequate and formalized, with a common understanding across the entity?
Recommendation 1:

The Executive Director will review and formalize the roles and responsibilities at the corporate level related to resource mobilization by:

- [ ]
- [ ]
- [ ]
- [ ]
establishing responsibility for overall corporate resource mobilization, clearly delineating all roles and responsibilities.

authority for development and resourcing of the processes, controls, and systems necessary at the various levels of the organization, including stakeholder responsibilities for inputs to development of the corporate resource mobilization strategy.
Recommendation 2:

The Executive Director and the strategic Partnerships Division should review and formalize the resource mobilization structure and capacity required.

Is the resource mobilization strategy clear, complete, communicated and supported by detailed action plans and are processes for regular monitoring, oversight and corrective action in place?

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Recommendation 3:

Strategic Partnerships Division/Resource Mobilization Branch, prior to finalizing the 2021 corporate resource mobilization strategy, should conduct the following:

- Develop and implement a standard template to be used by all offices in resource mobilization strategy action plans and responsible managers.
- Develop and communicate a comprehensive private sector resource mobilization strategy supported by processes to allow for coordination and regular monitoring.
Recommendation 4:

Strategic Partnerships Division/Resource Mobilization Branch should provide adequate guidance and training for resource mobilization by:

- in cooperation with the Programme Management Office, provide a comprehensive resource mobilization training framework to ensure that the framework is implemented;
- evaluate the work of relevant office personnel on individual work plans and performance evaluation forms; and
- in cooperation with the Programme Division, develop a resource mobilization guidance manual which will be available to all staff.

Efficient and effective applications and support systems in place to support implementation, monitoring and reporting of the resource mobilization strategies and plans?
4. Partnership management specific to resource mobilization – are effective processes, controls and support systems in place and functioning?
Recommendation 5:

Strategic Partnerships Division, in collaboration with UN System Coordination Division and the Programme:

- Collect information on the funds mobilized by UN organizations and, based on the data received, assess further opportunities for mobilizing resources.
- Develop and advocate for better clarity of [ ]’s mandate to lead, coordinate and promote the accountability of the United Nations system in its work on gender equality and the empowerment of women (GEEW), including support to gender mainstreaming.
Recommendation

The Executive Director should improve donor contact coordination and protocols by:

- assigning the authority and responsibility for developing policies, protocols, and processes related to coordination of communications; and
- establishing a corresponding timeline for their implementation.