



INTERNAL AUDIT DIVISION

REPORT 2022/019

Audit of the activities of the United Nations Office for Partnerships in support of the Sustainable Development Goals

The Office needed to strengthen its governance structure, and strategic planning and performance assessment activities to enhance its role as a global gateway for partnerships in the United Nations system

08 June 2022

Assignment No. AN2021-526-01

Audit of the activities of the United Nations Office for Partnerships in support of the Sustainable Development Goals

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the activities of the United Nations Office for Partnerships (UNOP) in support of the Sustainable Development Goals (SDGs). The objective of the audit was to assess the adequacy and effectiveness of UNOP processes in facilitating partnerships to support achievement of the SDGs. The audit covered the period from January 2019 to September 2021 and included: (a) governance and oversight mechanisms; (b) strategic and annual work planning and implementation; (c) monitoring, reporting and evaluation; (d) resource mobilization; and (e) management of staff and other resources.

UNOP promoted partnerships between private and public entities and the United Nations through various activities contributing to raising of awareness and advocacy for partnerships. However, absence of an advisory board and other guidance and oversight arrangements contributed to an inadequate governance structure, long-term strategy and resources to support the Office's current role as a gateway for partnerships in the United Nations system.

OIOS made nine recommendations. To address issues identified in the audit, UNOP needed to:

- Establish an advisory board as mandated in ST/SGB/2009/14 to provide strategic guidance and oversight of its partnership activities;
- Consult with the Department of Management Strategy, Policy and Compliance with a view to establishing a senior manager's compact between its Executive Director and the Secretary-General in line with similar Secretariat entities;
- Initiate an update of the Secretary-General's bulletin on the organization of the Office to align its provisions with ongoing activities including its organizational structure;
- Develop and implement a strategic plan, including a resource needs assessment to guide its operations and fulfilment of its mandate;
- Designate a focal point to coordinate risk management activities including identifying, analyzing and documenting risks and mitigating actions;
- Establish a mechanism to capture partnership enquiries to facilitate future analyses and follow-up and form the basis of its annual reports;
- Establish well-defined key performance indicators as well as the frequency of evaluations of the activities of the Office to provide stakeholders with regular feedback on its performance and impact;
- Develop a resource mobilization strategy and a related action plan to provide structure around resource mobilization activities and broaden its donor support base; and
- Develop an action plan to ensure that all staff undertake the required mandatory trainings within set timelines.

UNOP accepted the recommendations and has initiated action to implement them. Actions required to close recommendations are indicated in Annex I.

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Audit of the activities of the United Nations Office for Partnerships in support of the Sustainable Development Goals

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the activities of the United Nations Office for Partnerships (UNOP) in support of the Sustainable Development Goals (SDGs).
2. UNOP was created in 2006 to strengthen system-wide coherence in the establishment of operational relationships with global partners of the United Nations. It traces its origins to the United Nations Fund for International Partnerships (UNFIP), which was established in March 1998 by the Secretary-General pursuant to the agreement between the United Nations and the United Nations Foundation (UNF) as an autonomous trust fund. UNF was established in February 1998 by Mr. Robert E. Turner as a public charity to channel \$1 billion to United Nations causes.
3. UNOP facilitates building of partnerships between the private sector, foundations and other non-state actors and the United Nations system in advancement of the SDGs, particularly goal 17 on strengthening the means of implementing and revitalizing the global partnership for sustainable development. As outlined in the 2030 Agenda for Sustainable Development, partnerships are essential for achieving the SDGs and mobilizing the related commitment, efforts, finance, technology and data.
4. The mandate and functions of UNOP as stated in the Secretary-General's bulletin ST/SGB/2009/14 on organization of the Office include the following:
 - a) Serve as the operational interface between UNF and the United Nations system in support of high-impact projects implemented globally by United Nations system agencies;
 - b) Provide management oversight and administrative support to the United Nations Democracy Fund (UNDEF) and UNFIP;
 - c) Provide advice and guidance and facilitate partnership events and initiatives between the United Nations and non-state actors, such as the private sector, foundations, and civil society, in support of the Millennium Development Goals (a precursor to the SDGs); and
 - d) Provide technical advice to United Nations offices and departments concerning partnership building, advocacy and resource mobilization strategies with the private sector, foundations, and civil society partners.
5. UNOP also serves as a secretariat for the SDG Advocates Group, which comprises eminent, influential people appointed by the Secretary-General to raise global awareness of the SDGs and the need for accelerated action. In addition, UNOP hosts the SDG Strategy Hub, which proactively engages, convenes and leverages stakeholders and existing initiatives in support of the SDGs. The Hub was revitalized and relocated from the Department of Global Communications to UNOP in September 2018. It is chaired by the Deputy Secretary-General and is guided by a core member group comprising United Nations and external entities.
6. UNOP is headed by an Executive Director at D-2 level, who is supported by two Chiefs at the D-1 level, nine officers at the professional level and nine staff at the general service level.
7. UNOP's budgeted expenditure for the years 2019 to 2021 amounted to \$3.5 million per annum, as shown in Table 1:

Table 1: Approved budgets (in United States dollars)

	2019	2020	2021
Executive direction	195,300	200,520	204,060
UNFIP	1,500,000	1,500,000	1,500,000
UNDEF	1,806,667	1,814,584	1,836,476
Total	3,501,967	3,515,104	3,540,536

Source - UNOP annual administrative budgets 2019 to 2021

8. Comments provided by UNOP are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

9. The objective of the audit was to assess the adequacy and effectiveness of UNOP processes in facilitating partnerships to support achievement of the SDGs.

10. This audit was included in the 2021 risk-based work plan of OIOS due to the importance of engaging public and private stakeholders in the implementation of the SDGs.

11. OIOS conducted this audit from August 2021 to February 2022. The audit covered the period from January 2019 to September 2021. Based on an activity-level risk assessment, the audit covered higher and medium risks areas in UNOP activities including: (a) governance and oversight mechanisms; (b) strategic and annual work planning and implementation; (c) monitoring, reporting and evaluation; (d) resource mobilization; and (e) management of staff and other resources. Except for comparison purposes, the activities of UNFIP and UNDEF were excluded from the review.

12. The audit methodology included: (a) interviews with key personnel (b) review and analysis of reports (c) analytical reviews of data (d) sample testing; and (e) review of past audit recommendations.

13. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Governance and oversight mechanisms

Need to enhance the governance mechanism for proper oversight of substantive activities

14. According to the Secretary-General's bulletin (SGB) ST/SGB/2009/14 on the organization of the Office, the Executive Director of UNOP is required to serve as an ex officio member of the UNOP advisory board. However, the UNOP advisory board had not been created, which left a gap in the strategic guidance and oversight of UNOP activities beyond those related to UNFIP and UNDEF, which had their own advisory boards. This gap was not addressed by other reporting activities of the Office, as consideration of annual reports on its activities by the Secretary-General to the Fifth Committee had been deferred since 2018 and the review of its budgets and related documents by the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ) were mainly focused on UNFIP and UNDEF activities.

15. In the absence of a specific body mandated to review and formally oversee UNOP programme planning and strategic management issues relating to SDG partnerships, they may lack adequate direction,

leading to ineffectiveness. For example, in his report on the implementation of General Assembly resolution 71/243 (A/74/73 - E/2019/14), the Secretary-General indicated that an internal review of UNOP had revealed the Office's potential to serve as the Organization's global gateway for partnerships and identified changes to bring greater clarity to the role. This involved UNOP:

- a) Being a centre of excellence and repository for system-wide learning, as well as a responsible service centre for strategic partnership activity across the United Nations system;
- b) Facilitating partnerships with the wider United Nations system; and
- c) Supporting and leveraging the leadership, convening capacity and catalytic thinking of the Secretary-General in relation to the 2030 Agenda and the wider development priorities of the United Nations to spur impactful partnerships.

16. However, UNOP had not established a strategic plan to outline how it would execute this role, including the resources needed to scale up capacity and the related funding arrangements.

17. In addition, the UNOP Executive Director did not have a senior manager's compact with the Secretary-General to ensure accountability, as is the case with other offices of a similar nature. Therefore, commitments on delivering programme objectives, implementing various reform initiatives, and undertaking managerial responsibilities had not been established. UNOP needed to consult with the Business Transformation and Accountability Division in the Department of Management Strategy, Policy and Compliance (DMSPC) in this regard.

(1) UNOP should establish an advisory board as mandated in ST/SGB/2009/14 to provide strategic guidance and oversight of its partnership activities.

UNOP accepted recommendation 1 and stated that the Office had well-established advisory boards for UNDEF and UNFIP and would evaluate how best to strengthen the UNOP governance structure to meet its needs considering the expanding advocacy, outreach and partnership work.

(2) UNOP should consult with DMSPC with a view to establishing a senior manager's compact between its Executive Director and the Secretary-General in line with similar Secretariat entities.

UNOP accepted recommendation 2 and stated that it welcomed the recommendation and would work on implementing it.

The bulletin on the organization of the UNOP needed to be updated

18. ST/SGB/2009/14 established three organizational components for UNOP: (i) the Partnership and Outreach Service, (ii) UNFIP and (iii) UNDEF - all headed by chiefs of service. However, there has been no substantive Chief of the Partnership and Outreach Service since the Office was established; therefore, no one has been responsible for managing the component's functions envisaged in the bulletin. These included advising the Executive Director, senior management and United Nations entities on: (a) developing and managing partnerships and effective outreach; and (b) partnership building, advocacy and resource mobilization strategies.

19. As part of the reform of the development pillar and in recognition of its role as the global partnership gateway of the United Nations development system in respect of the SDGs, in 2018 the SDG Strategy Hub was relocated from the Department of Global Communications to UNOP. Following this

move, UNOP, through the SDG Strategy Hub, became responsible for housing the SDG Advocates. The functions of the SDG Strategy Hub are however different from those stipulated for the Partnership and Outreach Service in the SGB. This has resulted in a discrepancy between UNOP’s original mandate as stated in the bulletin and its actual current operations.

20. The SGB on procedures for the promulgation of administrative issuances (ST/SGB/2009/4) requires officials responsible for promulgating and/or implementing administrative issuances to ensure that the issuances are reviewed and updated as needed.

(3) UNOP should initiate an update of the Secretary-General’s bulletin on the organization of the Office to align its provisions with ongoing activities including its organizational structure.

UNOP accepted recommendation 3 and stated that the recommendation was aligned with its plans and the Office would work on its implementation.

B. Strategic and annual work planning and implementation

UNOP needs to develop a strategic plan for the Office and conduct a resource needs assessment

21. While UNOP developed annual work plans for 2020 and 2021 that included activities to be carried out, these annual work plans were not derived from a strategic plan.

22. Also, the annual report of the Secretary-General and annual budget for UNOP did not contain a strategic view on the operations and funding of the Office to prioritize activities for the achievement of its mandate. In addition to the absence of an advisory board, the lack of strategic plans was attributed to frequent changes in the management of UNOP. Before the recruitment of the current Executive Director in November 2021, previous incumbents had been recruited on a temporary basis since 2015, as shown in Table 2.

Table 2: Summary of recent leadership changes at UNOP

<i>UNOP Period</i>	<i>Occupant</i>	<i>Length of time</i>
2015 - February 2017	Officer-in-Charge for UNOP	About 2 years
March 2017 - March 2018	Officer-in-Charge for UNOP	1 year
June 2018 – April 2020	Acting Director	1 year 10 months
May 2021 – October 2021	Acting Director	6 Months
November 2021 to date	Executive Director	Incumbent

23. The absence of a strategic plan affected the ability of UNOP to scale up and serve as a reinvigorated platform to provide strategic support for partnerships and more effective partner engagement.

(4) UNOP should develop and implement a strategic plan, including a resource needs assessment to guide its operations and fulfilment of its mandate.

UNOP accepted recommendation 4 and stated that the recommendation reflected ongoing work on the strategic plan and funding needs.

Need to identify UNOP risks and document them in a consolidated risk register

24. The United Nations Enterprise Risk Management and Internal Control Policy requires all Secretariat entities to maintain risk registers. While UNFIP and UNDEF had both conducted risk management activities and compiled individual risk registers, there was no risk register for UNOP, covering risks that the Office faces relating to its other mandates. This is because no staff had been designated to coordinate risk management activities. Inability to identify, assess and manage risks of the Office could result in non-achievement of strategic goals and objectives, and could cause delays in responding to risks when they materialize.

(5) UNOP should designate a focal point to coordinate risk management activities including identifying, analyzing and documenting risks and mitigating actions.

UNOP accepted recommendation 5 and stated that the recommendation reflected ongoing work on risk management for UNDEF and UNFIP, which would be extended to all UNOP teams.

C. Monitoring, reporting and evaluation

Need to strengthen controls over documentation of partnership enquiries

25. The Secretary-General's report on the activities of UNOP stated that numerous entities, foundations, and civil society organizations had approached the Office to seek guidance regarding partnership opportunities and paths of engagement with the United Nations system. However, there was no log of these enquiries for follow-up actions to convert enquiries to actual partnerships. Also, no records were maintained on the history and profile of potential donors to aid in prospective partnership building and management. This occurred because UNOP did not have guidelines in place to document and handle these enquiries.

26. The absence of this data limited the ability of UNOP to demonstrate its effectiveness to serve as a dedicated gateway for enquiries from governments, the private sector foundations and civil society in support of SDGs.

(6) UNOP should establish a mechanism to capture partnership enquiries to facilitate future analyses and follow-up of enquiries and form the basis of its annual reports.

UNOP accepted recommendation 6 and stated that the recommendation reflected the intention and ongoing work in developing a UNOP partnerships database.

Need for UNOP to detail key performance indicators and conduct programme evaluations to assess its effectiveness and impact

27. Neither UNOP's budgets nor its work plans included adequate indicators of achievement or key performance indicators (KPIs) to facilitate an objective assessment of the impact of its partnership activities relating to SDGs. The budgets listed "co-hosting of high-impact events with selected partners from public and private sectors that serve to advocate and advance the United Nations global agenda" as an indicator of achievement in 2020 and 2021, with performance measures being 10 and 12 events, respectively. However, the intended impact was not specified.

28. Similarly, the 2020 and 2021 work plans listed activities/outputs as:

- a) Raising ambition and accountability, mobilizing global audiences, and identifying action and solutions in driving forward efforts related to the Decade of Action;
- b) Facilitating strategic advocacy through sharing information with the Secretary-General's SDG Advocates and providing advisory and operational support to the Women Rise for All, an initiative of the Deputy Secretary-General to recognize the leadership of women;
- c) Convening high-impact events with partners from public and private sectors that serve to advocate and advance the SDGs; and
- d) For 2021, providing guidance to Member States and United Nations agencies, funds and programmes on collaboration opportunities with non-state actors, and to potential private sector, foundations and civil society organizations on collaboration opportunities with the United Nations.

29. Accordingly, UNOP facilitated engagement and collaboration of the SDG Advocates during the General Assembly and other international conferences; spearheaded a global broadcast of a 30-minute film “Nations United” to mark five years since the adoption of the SDGs; and supported partner mobilization efforts during the General Assembly as a core partner of Global Goals Weeks, which brings together partners from all sectors to build momentum to achieve the SDGs and ensure no one is left behind. However, no KPIs were indicated for these activities or measured.

30. Furthermore, UNOP had not determined the frequency of evaluations, and an evaluation of the Office (excluding UNFIP and UNDEF) had not been conducted since its creation in 2006. While an internal review was initiated by the Executive Office of the Secretary-General in 2018 and discussions with management indicated that some of its recommendations had been implemented, the terms of reference of the review and its final report were not available. ACABQ, in its comments on the 2020 and 2021 UNOP administrative budgets, had also noted with concern that UNOP had not completed a planned operational review of the Office.

31. Without adequate KPIs and a formal evaluation of the Office, the extent to which it is meeting its objectives may not be determined and the need for adjustments identified, especially in light of the urgency in meeting the targets in the 2030 Agenda.

(7) UNOP should establish well-defined key performance indicators as well as the frequency of evaluations of the activities of the Office to provide stakeholders with regular feedback on its performance and impact.

UNOP accepted recommendation 7 and stated that it took note of the recommendation.

D. Resource mobilization

Need to develop a resource mobilization strategy to fund the Office

32. UNOP’s activities are funded through the Trust Fund for Partnerships, which was created in 2009 to mobilize and leverage non-state actors’ assets in support of the Secretary-General’s agenda. However, in the last three years, donors have mainly consisted of Norway for the project “Norwegian Contribution to the SDG Advocates”, with minimal contributions from two other Member States in 2019. A breakdown of recent donations to the trust fund is shown in Table 3:

Table 3: Analysis of contributions to the Trust Fund for Partnerships

	2019	2020	2021
Voluntary contributions per UN financial statements	1,512,326	-	718,391
Member state donors	3	-	1

33. In the absence of a defined resource mobilization strategy, related action plan and resources to implement them, the Office had been unable to attract funding from private sector donors and non-state actors as envisaged in creating the Trust Fund, and to broaden its donor support base. Responding to an ACABQ recommendation in the 2021 budget, UNOP indicated that it was actively working to secure sufficient donor funding to support its operations in a manner that was sustainable and predictable over time. However, this had not been articulated in a resource mobilization strategy.

(8) UNOP should develop a resource mobilization strategy and a related action plan to provide structure around resource mobilization activities and broaden its donor support base

UNOP accepted recommendation 8 and stated that it would develop a resource mobilization plan. Recommendation 8 remains open pending receipt of the resource mobilization strategy and related action plan for the Office.

E. Management of staff and other resources

Need to complete staff performance evaluations for 2020 and 2021 cycles

34. e-Performance compliance rates for the reporting periods 2019/2020 and 2020/2021 were 85 and 92 per cent, respectively. Discussions with supervisory personnel in the various sections showed that improved communication was needed to ensure all staff complete the performance evaluations by 30 June of each year, as required by the United Nations performance management and development system. UNOP explained that they had worked diligently to comply with the relevant administrative and human resources requirement regarding performance evaluations and will continue to do so to ensure full compliance.

Completion rates for mandatory training needed to be improved

35. Only 23 per cent of UNOP staff had completed all mandatory training per the Secretary-General's bulletin ST/SGB/2018/4 on the United Nations learning programme. Sixty-five per cent had not completed some of the training, while 12 per cent had not enrolled for the trainings at all.

36. While staff had been asked to complete the training courses, there was no evidence of an action plan to ensure all mandatory trainings were completed. Failure to complete mandatory training could affect the ability of staff to fulfil their duties and responsibilities effectively and efficiently and uphold the values of the United Nations.

(9) UNOP should develop an action plan to ensure that all staff undertake the required mandatory trainings within set timelines.

UNOP accepted recommendation 9 and stated that the Office would continue to ensure that all UNOP staff complete the required trainings.

IV. ACKNOWLEDGEMENT

37. OIOS wishes to express its appreciation to the management and staff of UNOP for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the activities of the United Nations Office for Partnerships to facilitate partnerships in support of the Sustainable Development Goals

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNOP should establish an advisory board as mandated in ST/SGB/2009/14 to provide strategic guidance and oversight of its partnership activities.	Important	O	Receipt of evidence on establishment of a UNOP advisory board.	31 December 2022
2	UNOP should consult with DMSPC with a view to establishing a senior manager's compact between its Executive Director and the Secretary-General in line with similar Secretariat entities.	Important	O	Receipt of notification of the results of consultations with DMSPC on establishing a senior manager's compact between UNOP Executive Director and the Secretary-General.	31 December 2022
3	UNOP should initiate an update of the Secretary-General's bulletin on the organization of the Office to align its provisions with ongoing activities including its organizational structure.	Important	O	Receipt of evidence that an update of the Secretary-General's bulletin on the organization of UNOP has been initiated.	31 March 2023
4	UNOP should develop and implement a strategic plan, including a resource needs assessment to guide its operations and fulfilment of its mandate.	Important	O	Receipt of the UNOP strategic plan, including a resource needs assessment.	31 December 2022
5	UNOP should designate a focal point to coordinate risk management activities including identifying, analyzing and documenting risks and mitigating actions.	Important	O	Receipt of evidence that a focal point has been designated to coordinate UNOP risk management activities.	31 December 2022
6	UNOP should establish a mechanism to capture partnership enquiries to facilitate future analyses and follow-up of enquires and form the basis of its annual reports.	Important	O	Receipt of evidence of the established mechanism to capture partnership enquiries.	31 December 2022
7	UNOP should establish well-defined key performance indicators as well as the frequency of evaluations of the activities of the Office to provide stakeholders with regular feedback on its performance and impact.	Important	O	Receipt of evidence of the establishment of KPIs for the Office as well as the frequency of evaluations.	31 December 2022
8	UNOP should develop a resource mobilization strategy and a related action plan to provide structure around resource mobilization activities and broaden its donor support base.	Important	O	Receipt of the resource mobilization strategy and related action plan for the Office.	31 December 2022

STATUS OF AUDIT RECOMMENDATIONS

Audit of the activities of the United Nations Office for Partnerships to facilitate partnerships in support of the Sustainable Development Goals

9	UNOP should develop an action plan to ensure that all staff undertake the required mandatory trainings within set timelines.	Important	O	Receipt of an action plan to ensure that all staff complete mandatory training courses.	30 September 2022
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¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁴ Date provided by UNOP in response to recommendations.

APPENDIX I


Management Response

TO: Eleanor T. Burns, Director
A: Internal Audit Division, OIOS

DATE: 24 May 2022

THROUGH: Fatoumata Ndiaye, Under-Secretary-General
S/C DE: for Internal Oversight Services

REFERENCE:
CLASSIFICATION: Unclassified


FROM: Annemarie Hou, Executive Director
DE: United Nations Office for Partnerships

SUBJECT: Draft report on an audit of the activities of the United Nations Office for Partnerships in
OBJET: support of the Sustainable Development Goals (Assignment No. AN2021-526-01)

1. Thank you for your interoffice memorandum dated 20 April 2022 and provision of the above-mentioned report.
2. As requested, please find attached herein the completed form (Appendix 1) with the target implementation dates for each of the OIOS audit recommendations and the names and titles of the individuals responsible for each.

cc: Michelle Gyles-McDonough, EOSG
Lucie Brigham, UNFIP
Katie Travers, UNDEF

Management Response

**Audit of the activities of the United Nations Office for Partnerships in support of
the Sustainable Development Goals**

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNOP should establish an advisory board as mandated in ST/SGB/2009/14 to provide strategic guidance and oversight of its partnership activities.	Important	Yes	Executive Director	Q4 2022	The Office has well-established UNDEF and UNFIP advisory boards and we will evaluate how best we could strengthen our governance structure to meet our needs considering the expanding advocacy, outreach and partnership work.
2	UNOP should consult with DMSPC with a view to establishing a senior manager's compact between its Executive Director and the Secretary-General in line with similar Secretariat entities.	Important	Yes	Executive Director	Q4 2022	UNOP welcomes this recommendation and will work on its implementation.
3	UNOP should initiate an update of the Secretary-General's bulletin on the organization of the Office to align its provisions with ongoing UNOP activities including its organizational structure.	Important	Yes	Executive Director	Q1 2023	This recommendation is aligned with our plans and we will work on its implementation.
4	UNOP should develop and implement a strategic plan, including a resource needs assessment to guide its operations and fulfilment of its mandate.	Important	Yes	Chief of Office and Programme Officer	Q4 2022	This recommendation reflects our ongoing work on the strategic plan and funding needs.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

**Audit of the activities of the United Nations Office for Partnerships in support of
the Sustainable Development Goals**

Rec. no.	Recommendation	Critical ¹ / Important ₂	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	UNOP should designate a focal point to coordinate risk management activities including identifying, analyzing and documenting risks and mitigating actions.	Important	Yes	Programme Officer	Q4 2022	This recommendation reflects our ongoing work on risk management for UNDEF and UNFIP and will be expanded to all UN Partnerships teams.
6	UNOP should establish a mechanism to capture partnership enquiries to facilitate future analyses and follow-up of enquiries and form the basis of its annual reports.	Important	Yes	Consultant	Q4 2022	This recommendation reflects our intention and ongoing work in developing a UNOP Partnerships database.
7	UNOP should establish well-defined key performance indicators as well as the frequency of evaluations of the activities of the Office to provide stakeholders with regular feedback on its performance and impact.	Important	Yes	Programme Analysis Office; Senior Programme Officer; and Sustainable Development Officer	Q4 2022	UNOP takes note of this recommendation.
8	UNOP should develop a resource mobilization strategy and a related action plan to provide structure around resource mobilization activities and broaden its donor support base.	Important	Yes	Chief of Office and Programme Officer	Q4 2022	UNOP takes note of this recommendation and will proceed accordingly to develop a resource mobilization plan
9	UNOP should develop an action plan to ensure that all staff undertake the required mandatory trainings within set timelines.	Important	Yes	Chief of Office	Q3 2022	We take note of this recommendation and will continue to ensure that all UN Partnerships staff complete the required trainings.