

MALDIVES ONE UN FUND FOR THE UNDAF 2011 – 2015

TERMS OF REFERENCE

INTRODUCTION

1. The Government of the Maldives and the UN system has signed the UN Development Assistance Framework (UNDAF) 2011 – 2015 that will guide the UN system's assistance to the country. The UNDAF was formulated through a nationally-owned, consultative, and participatory process involving the government ministries, independent bodies, civil society organization, private sector, the UN system and other international development partners. It was signed by the Minister of Finance and Treasury as the Government Coordinating Agency and the heads of the resident and non-resident UN agencies, totaling 16 agencies.
2. The UNDAF was based on the Situation Analysis conducted in 2009 and is aligned with the national Strategic Action Plan 2009 – 2013. The Strategic Action Plan: Framework for Development 2009 – 2013 (SAP) has five pledges: establishment of a nationwide transport system, ensuring affordable living costs, provision of affordable housing, providing quality healthcare, and prevention of narcotics and trafficking; and twenty-six (26) other commitments in three categories: democratic governance, social justice and economic development. Achieving the Millennium Development Goals (MDGs), human rights, and gender equality are principles that cut across the SAP.
3. The UNDAF has fifteen outcome areas that are broadly grouped in four clusters: (1) Social Equity, which includes Health, Education, Social Protection, Social Security Floor, and Substance Abuse and HIV Prevention; (2) Economic Development and Environment, which includes Economic Sector, Decent Work, Environment Management and Water and Sanitation, Climate Change and Disaster Risk Reduction; (3) Good Governance, which includes Transparency and Accountability, Access to Justice and Strengthened Rule of Law, Human Rights Promotion, Civil Society Empowerment, and Evidence-based Development Planning and Administration; and, (4) Gender Equality and Women's Empowerment.
4. To achieve greater coherence in the UN system's support and operations in the country, the Government and the UN formulated the UNDAF Action Plan to operationalize its commitments under the UNDAF. The UNDAF Action Plan is a critical tool for more efficient and effective programming of UN assistance. With the identification of the supporting activities to achieve the UNDAF outcomes and outputs, it ensures that the strategic priorities identified in the UNDAF are operationalized in a coherent way; enhancing synergies among programmes, identifying opportunities for joint programming, and avoiding duplication. It is a planning and monitoring tool for the Implementing Partners (IPs), donors, and UN system agencies, since it provides indicators, baselines, and targets for each planned activity. It anchors the actions of UN system agencies within the accountability frameworks and legal agreements concluded

between the UN system agencies and the Government. It also elaborates on a common budgetary framework of the UNDAF by presenting activities that would need additional financial resources.

5. The UNDAF outcomes and outputs will be achieved only if there is a commitment and ownership of the Government and the UN system to the UNDAF Action Plan. Supporting activities presented in the UNDAF Action Plan are to complement or support the Government and other partners to achieve their priorities, goals, and objectives. The Government still has the primary responsibility and accountability for meeting these development targets. Commitments from the Government and the UN system are also stated in this UNDAF Action Plan.
6. UN-supported programmes will be executed under the overall co-ordination of the Ministry of Finance and Treasury, as the Government Coordinating Agency. The lead IP for each supporting activity has been identified in the UNDAF Action Plan Results Matrix. It will be responsible for the over-all management of the programme and coordinating actions among the other partners in the programme. Coordination among programmes will be done through the UNDAF Steering Committee and through the inter-agency thematic groups.
7. Using the UNDAF Action Plan Results Framework, progress towards achieving the UNDAF outputs and outcomes will be monitored by the UNDAF Steering Committee through the inter-agency UNDAF thematic groups. Participatory reviews will be conducted annually and mid-term. A final evaluation to assess achievement of outcomes will be conducted at the end of the programming cycle.
8. In addition to the UNDAF Action Plan, the UN system has committed to enhance coherence, effectiveness, efficiency and relevance in the following areas: communications, resource mobilization, common services, premises and harmonized business practices, and common budgetary framework, in accordance with the applicable regulations, rules, directives and procedures of the UN organizations. Efforts under these areas should be towards achieving the UNDAF commitments.

PURPOSE OF THE MALDIVES ONE UN FUND

9. To fully implement the UNDAF Action Plan, total resources required are estimated at USD 43,994,152; of which USD 15,343,500 is Core Resources from the agencies. USD 28,650,652 will need to be mobilized over the course of the UNDAF.

The following table summarizes the resource requirement for each UNDAF Outcome:

UNDAF OUTCOMES	TOTAL RESOURCES	CORE RESOURCES	NON-CORE RESOURCES	FUNDING GAP
Health	3,339,000.00	1,111,000.00	2,228,000.00	2,228,000.00
Education	1,360,000.00	570,000.00	790,000.00	790,000.00
Social Protection	1,445,000.00	1,045,000.00	400,000.00	400,000.00
Social Security	925,000.00	105,000.00	820,000.00	820,000.00
Substance Abuse and HIV Prevention	4,947,152.00	2,409,500.00	2,537,652.00	2,537,652.00
Economic Sector	4,555,000.00	1,475,000.00	3,080,000.00	3,080,000.00
Decent Work	1,207,000.00	962,000.00	245,000.00	245,000.00
Environment Management and Water and Sanitation	8,273,000.00	1,023,000.00	7,250,000.00	7,250,000.00
Climate Change Adaptation and Disaster Risk Reduction	7,365,000.00	1,377,000.00	5,988,000.00	5,988,000.00
Transparency and Accountability	1,430,000.00	730,000.00	700,000.00	700,000.00
Rule of Law	1,330,000.00	230,000.00	1,100,000.00	1,100,000.00
Human Right Promotion	1,625,000.00	1,497,000.00	128,000.00	128,000.00
Civil Society Empowerment	785,000.00	605,000.00	180,000.00	180,000.00
National Development Planning	1,774,000.00	724,000.00	1,050,000.00	1,050,000.00
Gender Equality and Women's Empowerment	1,769,000.00	1,180,000.00	589,000.00	589,000.00
UN Coherence, MDG Country Reporting and Aid Effectiveness	1,865,000.00	300,000.00	1,565,000.00	1,565,000.00
TOTAL	43,994,152.00	15,343,500.00	28,650,652.00	28,650,652.00

These are estimated amounts, and actual amounts will depend on availability of UN system agencies' resources and contributions from funding partners. Core and non-core resources indicated are exclusive of funding received in response to emergency appeals.

10. The UN system agencies are committed to take all reasonable steps to raise additional resources for the programmes. This may be done bilaterally between the UN agency and the donor or jointly with other UN agencies. A joint resource mobilization strategy to cover the resource shortfall for the Plan will be developed.

11. The One UN Fund is one of the multiple funding modalities that will be available for donors to support the un/under-funded portions of the UNDAF/UNDAF Action Plan.¹ This will enhance the flexibility and responsiveness of the UN system through the UNDAF/UNDAF Action Plan to adapt to national priorities and emerging needs. The UNDAF/UNDAF Action Plan budgetary framework that will be the basis of Fund allocation and disbursement will assist in aid coordination and effectiveness and increased accountability. The Fund will start in 2011, as soon as donor funds or commitments have been received, and will end on 31 December 2015, which is the end of the UNDAF 2011 – 2015 implementation.

UTILIZATION OF THE ONE UN FUND

¹ Multiple avenues of funding the UNDAF resource shortfall will be available to donors, including but not limited to the following:

- Funding specific outputs/activities through specific agencies
- Direct budgetary support to government earmarked for UNDAF outputs/activities
- Common Fund or One UN Fund

12. The One UN Fund is open to all UN agencies that are signatory to the UNDAF/UNDAF Action Plan. They can access the funds upon signing the Memorandum of Understanding (MOU) as participating UN Organizations that would signify their commitment to the terms and conditions of the One UN Fund, including submission of their annual funding gaps and reporting responsibilities.
13. Participating UN Organizations will continue to manage and handle their own core/regular funding and raise resources for relevant UNDAF activities. These resources shall remain outside of the One UN Fund. However, through the UNDAF Annual review process, agencies will need to report on funding utilization, results of resource mobilization, and funding gaps to the UNCT. Such information will be used to provide an accurate picture of the resource gaps for submission to the One UN Fund.
14. In accordance with the MOU, the Participating UN Organizations have appointed UNDP to serve as the Administrative Agent for the One UN Fund. The Administrative Agent shall ensure that the One UN Fund is administered in accordance with the MOU and the TOR.
15. The Participating UN organization will be entitled to deduct their indirect costs of 7 percent as stated in the MOU under Section II, Paragraph 8. The Administrative Agent will be entitled to deduct its administrative fee of 1% on contributions as stated in the MOU under Section I, Paragraph 6. The fee will be deducted from the contribution to the One UN Fund at the time of deposit.

CONTRIBUTIONS TO THE ONE UN FUND

16. Contributions to the One UN Fund may be accepted from governments of Member States of the United Nations, from inter-governmental, non-governmental organizations, or from private sources. Acceptance of funds from the private sector will be guided by the criteria stipulated in the UN system-wide guidelines on cooperation between the UN and the Business Community Guidelines of the UN Secretary General 2000 or latest UN guidelines on the same.
17. To ensure maximum relevance and flexibility to the national situation and resource requirements, donors will be encouraged to contribute with multi-year un-earmarked resources. Donors may also earmark at the level of the four UNDAF cluster areas.
18. Contributions to the One UN Fund may be accepted in fully convertible currency. Such contributions shall be deposited in the Fund bank accounts designated by the Administrative Agent. The value of a contribution-payment, if made in other currencies than United States dollars, shall be determined by applying the UN operational rate of exchange in effect on the date of payment.

19. Reports on the utilization of the funds will be submitted by the Administrative Agent to the donor in accordance with the standard UNDG reporting format and timeline provided for in the Standard Administrative Arrangement (SAA) signed between the Donor and the AA. The use of the One UN reporting template, based on UNDG Guidelines for Multi-Donor Trust Fund (MDTF) reporting, will be suggested. Should the Board require a different format or other information contained in the standard UNDG format, then the RC Office will be preparing the supplementary information. Review meetings with the donors may also be convened by the UN Resident Coordinator, in consultation with the UNCT, for the purpose of ensuring effective and efficient use of One UN Fund resources.

FUND PRIORITIZATION AND ALLOCATION

20. Guided by the UNDAF/UNDAF Action Plan, Annual Work Plans (AWPs) or relevant programme documents that show expected outputs, activities, budget and resources (available and gaps) for the year will be prepared by Participating UN organizations, in consultation with implementing partners and relevant other UN organizations. Based on these indicative workplans, the Theme Groups will submit proposed funding priorities and an updated resources matrix indicating sources of funds and funding gaps to the UNCT by end October. These proposed priorities for funding will be reviewed and compiled by the Office of the Resident Coordinator and the External Resources Management Division – Ministry of Finance and Treasury (ERMD-MOFT) and submitted to the Board.

21. The Board will review the proposed priorities to ensure that these are aligned with the UNDAF/UNDAF Action Plan or emerging national priorities. Based on this review, the Board will submit an overview of the Resource Gap matrix to the donors in December each year to request for funding.

22. For un-earmarked funds, the Board will use the allocation criteria to finalize and approve the allocations from the funds received. The Board may call on the thematic group or the lead UN organization to submit additional documents to aid in the allocation process when necessary. Decisions will be based on a consultative process and will be documented jointly by the Office of the Resident Coordinator and the ERMD-MOFT.

23. Allocation for un-earmarked funds will be based on the following criteria: in accordance with the UNDAF/UNDAF Action Plan; strategic priorities; implementation capacity of the relevant partner/s; comparative advantages of the lead participating UN organization in supporting the implementation of the activities; priorities which would otherwise not be funded; and, realistic outcome budget. Additional criteria for subsequent allocation will include: previous track record of the implementing partner and the UN organization on delivering results, absorptive capacity, and timely, accurate, and meaningful reporting.

24. The requests for funding should preferably not be below US\$ 100,000 in order to encourage programmatic approaches and ensure operational efficiency.

GOVERNANCE ARRANGEMENTS

THE RESIDENT COORDINATOR

25. The overall management of the Maldives One UN Fund will be led and coordinated by the Resident Coordinator in consensus with the Heads of the Participating UN Organizations.
26. In line with the overall objective of enhanced UN coherence in the Maldives, the Resident Coordinator will be responsible for:
- Providing strategic leadership of the One UN Fund on the basis of the UNDAF/UNDAF Action Plan
 - Advocating and mobilizing resources for the One UN Fund in collaboration with Participating UN Organizations
 - Leading a consultative process on allocations from the One UN Fund, and make final decision if consensus cannot be reached, with documented process and rationale for these decisions
 - Signing the Memorandum of Understanding with Participating UN Organizations as witness
 - Holding the Head of the Participating UN Organizations accountable for the funds allocated to their respective organization under the One UN Fund.

THE BOARD

27. The Board will be composed of representatives from the Government, the UN system, and the donor community. On the part of the Government, it will be composed of the Ministry of Finance and Treasury, Ministry of Foreign Affairs, Department of National Planning-Ministry of Finance and Treasury, and the Office of the President. On the part of the UN system, the heads of the Participating UN Organizations will be members of the Board. On the part of the donors, XX donors will serve one year rotational terms.
28. The Board will be co-chaired by the Minister of Finance and Treasury as head of the Government Coordinating Agency and the UN Resident Coordinator.
29. The Board will have the following key tasks and responsibilities:
- a. To review and approve their Terms of Reference and Rules of Procedures, based on the generic TOR (annexed), and update and/or modify them, as necessary, in case of

compelling requirements. In case of departures from the generic TOR, the TOR of the SC should be referred for endorsement to the UNDG Fiduciary Management Oversight Group;

- b. For funds earmarked by donors to sectors or themes, to review and ensure the alignment of the allocations with the UNDAF and approved national priorities; towards this end, the Board will work closely with the UNDAF Steering Committee;
- c. For unearmarked funds, (1) to review and approve the criteria for the allocation of available resources; (2) to allocate available resources, in accordance with the allocation criteria;
- d. To review and approve proposals from the Agencies [submitted by thematic groups, through the UNCT] for funding; ensure their conformity with the requirements of the relevant agreements to the One UN Fund to ensure the quality of proposals to receive funding from the Fund;
- e. To discuss the One UN Fund requirements and priorities, concerning, inter-alia:
 - i. Programme/project management, including consistent and common approaches to programme/project costing, cost recovery, implementation modalities, results-based reporting and impact assessment
 - ii. Information management including appropriate One UN Fund and donor visibility
- f. To ensure appropriate consultative processes take place with key stakeholders at the country level so as to avoid duplication or overlap between the One UN Fund and other funding mechanisms;
- g. To review and approve the periodic progress reports (programmatic and financial) consolidated by the Administrative Agent based on the progress reports submitted by the Participating Agencies. Consolidated annual reports should include a section on the activity of the Board;
- h. To review findings of the summary audit reports consolidated by the internal audit service of the Administrative Agent. To highlight lesson learnt and periodically discuss follow-up by the Participating Agencies on recommended actions that have Common-Fund-wide impact;
- i. To agree on the scope and frequency of the independent “lessons learned and review” of the One UN Fund commissioned by the Board, in consultation with the UNDG;
- j. To review the draft/final reports on lessons learnt, ensure the implementation of recommendations and identify critical issues for consideration by the UNDG;

- k. Prioritization and allocation decisions of the One UN Fund, in accordance with the allocation criteria.

THE ADMINISTRATIVE AGENT

30. As stated in the Memorandum of Understanding, Section I, the United Nations Development Programme (UNDP) will be as the Administrative Agent and will have the following roles and responsibilities:

- (a) Receive contributions from donors that wish to provide financial support to the Fund;
- (b) Administer such funds received, in accordance with the MOU including the provisions relating to winding up the Fund Account and related matters;
- (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Board, taking into account the budget set out in the UNDAF/UNDAF Action Plan and other approved programmatic document;
- (d) Consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the TOR, and provide these to each donor that has contributed to the Fund Account and to the Board;
- (e) Provide final reporting, including notification that the Fund has been operationally completed, in accordance with the MOU Section IV;
- (f) Disburse funds to any Participating UN Organization for any additional costs of the task that the Board may decide to allocate in accordance with TOR.

31. In line with the provisions of the MOU, the Administrative Agent will ensure that the finalized annual consolidated report on the UNDAF One UN Fund, is compiled and distributed to all donors contributing to the Fund and to the Participating UN Organizations, including maintaining an appropriate level of fund information on the MDTF Office GATEWAY (mdtf.undp.org).

SUPPORT SERVICES PROVIDED BY THE RESIDENT COORDINATOR'S OFFICE

32. The Office of the Resident Coordinator (RC Office) is responsible for support to the strategic leadership role of the Resident Coordinator for the One UN Fund, in line with the UNDAF/UNDAF Action Plan. It will provide support in all the designated tasks for the Resident

Coordinator as listed in paragraphs 25 and 26. As the secretariat of the Board, the RC Office will also support the Board in the performance of its functions as listed in paragraph 29.

33. Drawing on the Theme Groups' annual report, including results reports, the financial report and the funding gap matrices, the Office of the Resident Coordinator and the External Resources Management Department – Ministry of Finance and Treasury (ERMD-MOFT) will compile, review and assess the proposed priorities for funding allocation to ensure that the proposals are in line with the UNDAF Action Plan and other national priorities and submit to the Board with appropriate recommendations to inform its prioritization and allocation decisions.
34. The Head of the RC Office will provide the substantive support to the management of the One UN Fund. His/her tasks includes but will not be limited to the following: analysis of the narrative and financial reports from the participating UN agencies and thematic groups; review of the proposals submitted by the thematic groups; provide quality assurance to the reports of the Administrative Agent; manage the communications requirements of the One UN Fund (including visibility requirement of donors), advise the Board on issues and concerns for the management of the One UN, manage the secretariat support and provide substantive support to the Board to assist them in their functions. One staff member designated within the RC Office will be dedicated to the provision of administrative support to the Board, under the guidance of the Head of the RC Office. The RC Office will liaise regularly with the Administrative Agent to ensure the proper coordination of the Fund.
35. The RC Office, working closely with the ERMD-MOFT will act as the Secretariat for the Board.
36. Direct costs incurred in providing support services will be charged to the Fund.

ACTIVITIES OF PARTICIPATING UN ORGANIZATIONS

37. As stated in Section III, Paragraph 1 of the Memorandum of Understanding, the implementation of programme activities will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with applicable regulations, rules, directives and procedures. Accordingly, personnel will be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, directives and procedures. The UNDAF/UNDAF Action Plan/Annual Work Plans will serve as the reference document for proposed programme activities.
38. The Participating UN Organizations will carry out the activities for which they are responsible, in line with the budget contained in the approved Work Plan, as amended annually or as and when required by the Board to adapt to changing emerging situations.

39. In the event where a Participating UN Organization is unable to deliver as committed in a given year, any resources allotted should be re-allocated at the latest by the following year to other agreed priorities, as approved by the Board.
40. The Participating UN Organizations recognize that it is important to take all necessary precautions to avoid corrupt, collusive or coercive practices (Memorandum of Understanding, Section III, Paragraph 7 refers).

MONITORING AND EVALUATION

41. Monitoring and evaluation of the Work Plans is the responsibility of the Board. The monitoring and evaluation of the work plans will be done using the UN Standard Progress Report.
42. The Thematic Groups will be responsible for monitoring achievement of relevant outputs and outcomes, and assist in the conduct of the UNDAF Annual Review process managed by the M&E Working Group. Assurance activities will be conducted by Participating UN organizations. UNDP, UNICEF, and UNFPA as Participating UN organization will conduct assurance activities in accordance with the Harmonized Approach to Cash Transfers (HACT).
43. Monitoring and evaluation of the Fund will be undertaken in accordance with the provisions contained in the TOR, which are consistent with the respective regulations, rules and procedures of the Participating UN Organizations.
44. The donors, the Administrative Agent and the Participating UN organizations will hold annual consultations, as appropriate, to review the status of the Fund.

AUDIT

45. As stated in Section VI of the Memorandum of Understanding, the Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules. The Internal Audit Services (IAS) of each Participating UN Organization will prepare a summary of the internal audit reports on activities related to the One UN Fund at intervals agreed upon between the IAS of Participating UN Organizations and of the Administrative Agent. The IAS of each Participating UN Organization will share its summary with its Representative in the Maldives, who will then share it with the Board.

REPORTING

46. Each Participating UN Organization shall provide the Administrative Agent with the following statements and reports prepared in accordance with harmonized accounting and reporting procedures applicable to the Participating UN Organizations and as reflected in the Memorandum of Understanding signed between the Administrative Agent and the Participating UN Organizations concerned:

- (a) Annual narrative progress reports, to be provided no later than three months **(31 March)** after the end of the calendar year;
- (b) Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided no later than four months **(30 April)** after the end of the calendar year;
- (c) Final narrative reports, after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than four months **(30 April)** of the year following the financial closing of the Fund. The final report will give a summary of results and achievements compared to the goals and objectives of the Fund; and
- (d) Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than six months **(30 June)** of the year following the financial closing of the Fund/Programme.

47. In line with the Memorandum of Understanding, the Administrative Agent will prepare consolidated narrative progress and financial reports, based on the reports referred to in paragraph 44 (a) to (d) above, and will provide those consolidated reports to each donor that has contributed to the Fund Account, as well as the Board, in accordance with the timetable established in the Standard Administrative Arrangement.

48. The Administrative Agent shall also provide to the donors, the Board and Participating UN Organizations, an annual certified financial statement on its activities as Administrative Agent ('Report on Sources and Use of Funds') no later than five months (31 May) after the end of the calendar year, as well as a certified financial statement no later than seven months (31 July) of the year following the financial closing of the Fund.

49. The Theme Groups' results based Annual Progress Reports will serve as the content for the narrative part of the One UN Fund report for both un-earmarked and earmarked contributions. The reports will include a review of budgets as actually expended versus planned.

JOINT COMMUNICATION

50. In line with the Memorandum of Understanding (Section IV), each Participating UN Organization will take appropriate measures to publicize the Maldives One UN Fund and to give due credit to the other Participating UN Organizations. Information given to the press, to the beneficiaries of the One UN Fund, all related publicity material, official notices, reports and publications, will acknowledge the role of the government, other national partners, the donors, the Participating UN Organizations, the Administrative Agent and any other relevant entities.

51. The Office of the Resident Coordinator will in accordance with the Maldives One UN Fund Memorandum of Understanding, and in consultation with the Board, ensure that decisions regarding the approval and review of the UNDAF One UN Fund are posted for public information

on the website of the UN in Maldives and the Administrative Agent on the MDTF Office GATEWAY (mdtf.undp.org). Such reports may include Board approved programmes, and programmes awaiting approval, annual financial and progress reports as well as external evaluations, as appropriate.

DISPUTE RESOLUTION MECHANISM

52. The UN Participants will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this TOR, Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Participating UN Organizations and of the Administrative Agent.
53. In accordance with the UNDG Guidance Note on Establishing Multi-Donor Trust Funds (MDTF), dated 5 February 2010, at the global level, the MDTF Fiduciary Management Oversight Group (FMOG) will be the first point of contact in headquarters for fiduciary matters on MDTFs where the fiduciary and legal dimensions of the MDTF will be discussed. Matters that cannot be resolved at the FMOG level will be referred to the ASG group² of the Participating Organization. Issues for decision will be referred to the ASG/ADG Group only on an exceptional basis when consensus between Agencies could not be reached or in politically sensitive cases.

OTHER MATTERS

54. The Maldives One UN Fund will be established upon signing of the Memorandum of Understanding by at least two (2) Participating UN Organizations and the Administrative Agent. In principle, all Participating UN Organizations signatory to the UNDAF/UNDAF Action Plan can apply for the available funds upon signing the Memorandum of Understanding and upon submission of their annual funding gaps based on the UNDAF/UNDAF Action Plan Results Matrix. The UNDAF Common Country Fund will terminate upon completion of all projects/programmes funded through the Fund and after satisfaction of all commitments and liabilities, as stipulated in Section VIII of the Memorandum of Understanding.
55. Any balance remaining in the Fund Account or in the individual Participating UN Organizations' separate ledger accounts upon completion of the Fund will be used for a purpose mutually agreed upon or returned to the donor(s) in proportion to their contribution to the Fund as agreed upon by the donors and the Board.

² The ASG Group is an inter-agency group composed of Assistant Secretary-General or Assistant Director-General level officials of each Participating UN Agency.

