



**Generation Unlimited Trust Fund**

Terms of Reference

2020-2030

21 January 2022

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## 1. INTRODUCTION

Today, 1.8 billion young people stand at the door of adulthood. They hold our shared future in their hands. Yet, across the globe, the bulk of young people have a limited opportunity to shape their own futures. Nearly 260 million young people aged 15-24 are not in employment, education or training (NEET) — two-thirds of whom are young women. Further, 96.8% of young workers in developing countries have jobs in the precarious informal sector. The COVID-19 pandemic has exacerbated the deepening learning crisis and widened the global digital divide and skills gaps, particularly in low-income countries and for young women. Internet penetration rate is only 14 percent for women in the Least Developed Countries. Further, female job loss rates due to the pandemic were nearly twice that for males.

A productive and engaged generation is essential for progressing toward the Sustainable Development Goals and Youth 2030 at every level – in communities, countries, and globally. Despite young people’s enormous potential, investment in their learning and work opportunities fall short. As countries shift to educational and economic recovery and “building back better,” there needs to be a focus on (re) skilling youth to prepare them for the transition to work. Governments and global actors see an urgent need to dedicate significant energy to supporting young people between the ages of 10-24, and there is a strong desire for coordinated and cohesive efforts.

**Generation Unlimited is the world’s first Public-Private Youth Partnership.**

*The mission of GenU is to connect the world’s 1.8 billion young people to opportunity.*

Since its launch in 2018 by the UN Secretary-General at the UN General Assembly, Generation Unlimited (GenU) has reached over 200 million young people across 47 countries with skilling, employment, entrepreneurship and social impact opportunities. In order to advance its mission, GenU has developed a strategy for 2022-2025 that leverages the strengths of all its diverse partners to achieve impact at scale that no single partner could successfully achieve alone. In this context, GenU’s Multi-Partner Trust Fund (the GenU Trust Fund) – established in December 2019 - supports the scale-up of skilling, employment, entrepreneurship and social impact opportunities for young people across the world.

## 2. RATIONALE, THEORY OF CHANGE & FUND'S SCOPE

### 2.1. GenU's Impact Areas

GenU will focus on four impact areas, with the following 2025 targets:

1. *Skills & Employment*: 300 million young people will be connected to learning, skilling and employment opportunities
2. *Entrepreneurship*: 65 million young people will gain entrepreneurship skills, mindsets and opportunities
3. *Social Impact*: 30 million young people will be engaged as active citizens and change-makers
4. *Connectivity*: 125 million young people will benefit from connectivity

Programming will particularly focus on the most disadvantaged, especially young women who will account for at least 50% of GenU's targets across all impact areas. GenU will emphasize digital and green skills and solutions to ensure that young people are fully prepared for the evolving world of work and can take urgent action on climate change and protect the planet so that it can support the needs of the present and future generations.

Through its work in these areas, GenU will primarily deliver impact for youth on SDG4 (Quality Education), SDG5 (Gender Equality) and SDG8 (Decent Work & Economic Growth) and will also contribute to SDG1 (No Poverty), SDG2 (Reduced Inequalities) and SDG13 (Climate Action). GenU also has the potential to become a world leader on SDG17 (Partnerships for the Goals), and will contribute to implementation of Youth 2030 – the United Nation's Youth Strategy.

### 2.2. How GenU will Achieve Impact

**Implement through Public-Private-Youth Partnership (PPYP):** GenU will deliver impact through Public-Private-Youth partnerships (PPYP), including government, private sector, foundations, youth-led organizations, social enterprises, financing organizations, global partnerships, UN agencies and civil society organizations. More specifically, GenU will identify/co-create and scale up programs that combine these diverse partners' unique capabilities, assets, and reach. This is a clear added value of the GenU partnership.

This draws on the strengths of the partnership: the leadership of both the public and private sectors who collectively are present in over 190 countries, connection to national governments, and leadership of young people.

**Put youth at the core:** While youth engagement has always been a central principle of the partnership, GenU will now more systematically and deliberately put young people at the core of the partnership. Their engagement as partners and leaders in GenU governance, strategy, staffing and programming will be significantly increased. GenU will invest in innovative youth-led solutions and

partner with youth-led organizations to implement programs for impact and scale, including those that are implemented across countries. GenU will also actively foster environments for youth to self-organize as advocates and champions and amplify their voices and perspectives to inform policies and programmes, and will explore new ways for youth to self-organize at a de-centralized level and have increased autonomy over action and resources.

**Expand private sector engagement:** GenU will prioritize engagement with the private sector. This will be done through shared value partnerships that leverage private sector technology, thought leadership, expertise, networks, and resources to co-create and scale solutions and disruptive innovations with and for young people. The number of influential corporate partners will be increased, and more private sector leaders will be added to GenU governance at global and local levels, including young CEOs and entrepreneurs.

**Focus on ‘accelerator countries’ that are primed for large-scale impact, while supporting organic, demand-driven country expansion.** GenU will prioritize Low- & Middle-Income Countries but will pilot programming in High-Income Countries that will be self-funded.

GenU will implement a nimble approach to building the GenU partnership in countries.. The country operating model will be grounded in the following four proposed building blocks to ensure sustainable success:

- a) *Build a National Public-Private-Youth Partnership (PPYP)* of committed partners who are willing to contribute technical and financial resources, driven by at least two highly influential leaders (1 public, 1 private).
- b) *Develop a Portfolio of Innovative & Scalable Solutions*, informed by a rapid assessment and evidence, and build in measurement and scale from the start. All GenU programs will bring together multiple partners and have a public, private and youth component.
- c) *Mobilize Resources*, including seed funding to catalyze programming as well as additional resources to enable scale-up and sustainability, from government donors, private sector, domestic budgets and development banks.
- d) *Deliver High Impact Programmes at Scale through Public-Private-Youth partnership*, and measure and communicate impact with and for young people.

The outcomes of country-level partnerships have the potential to be transformative, with greater collaboration across sectors, elevation of young people’s voices and meaningful partnership with youth, and a focused agenda for the investments that are most required to improve young people’s outcomes.

**At the same time, develop and advance global and regional innovative programs and initiatives that can be adapted in countries, as part of country portfolios of solutions.**

Some of these global and regional Public-Private-Youth initiatives include:

**Passport to Earning (P2E):** a global digital skilling platform that will provide free skills training, certification and employment programs for 15 million young people in 10 countries over the next three years, under government leadership. P2E was launched by GenU, Microsoft, Accenture and Dubai Cares in December 2021 and will include other public and private sector partners who will contribute additional funding and in-kind support.

**Global Youth Agriculture Network (GYAN):** a Public-Private-Youth Partnership that is being developed to provide young people with skills and agency to inform and strengthen agri-food systems, leveraging the power of technology. Specifically, GYAN will leverage KUZA, a mobile-first micro-learning platform and business model that skills agripreneurs, equips them with digital toolkits (that do not need internet connection) and connects them to a platform/marketplace where they can trade agriculture inputs, goods and services.

**GenU Global Volunteer Initiative (GVI):** has a base of 9.6 million volunteers in 36 countries, enabling young people to develop 21st century skills and be agents of change on a range of issues - from violence to stunting to clean air. In addition to gaining skills, young people receive certifications that they can highlight in their resumes and online profiles.

**GenU ImaGen Ventures Youth Challenge:** has reached more than 15 million young people across 43 countries since 2018 in partnership with UNICEF, UNDP, Plan International, World Organization of the Scout Movement, USAID and Irish Aid, and is providing youth – including those most marginalized - with social entrepreneurship and leadership skills and opportunities.

**GenU Sahel:** launched by the UN Special Coordinator for Development in the Sahel, the UN Secretary-General’s Envoy for Youth and the GenU CEO on 1 November 2021. The initiative will align programs and investments – including across UN agencies - and strengthen partnerships with the private sector to connect 100 million Sahelian youth – 50% young women – with skilling, employment, entrepreneurship and social impact opportunities, with focus on digital and green economies.

**Yoma:** a digital youth (Yo) marketplace (ma), enabling youth to build and transform their futures by actively engaging in social impact tasks linked to the SDGs, improve their skills, build their profiles and obtain employment and entrepreneurship opportunities. At the same time, Yoma offers the opportunity for organizations (non-profit organizations, corporate actors, academic institutions, and more) to get in touch with youth to provide their support and services and tap the potential of young people. As youth engage in the opportunities offered by Yoma, the skills they acquire through completion of tasks and learning is recorded on a verifiable digital CV with trusted credentials using Blockchain technology. Furthermore, their efforts are rewarded and incentivized with the platform’s digital currency (ZLTO), a digital reward system, that can be spent in the Yoma marketplace to purchase service and goods to further boost their career development. Yoma was conceptualized during a human centered design process with youth from five different countries and is the direct result of their feedback to place youth at the center of the platform (not organizations) and surround them with opportunities. Yoma is co-led by GenU and UNICEF and a set of core partners including GIZ, Goodwall and Fondation Botnar. Yoma’s current partner ecosystem (which is continually growing) enables the leveraging of strengths and resources from public, private, and youth partners.

**Implement a ‘glocal’ approach:** GenU will build a ‘locally driven and globally supported’ operational model.

Countries/regions will be responsible for building the local GenU PPYP, identifying/co-creating and implementing local programs and supporting policy change, measuring and reporting local impact, mobilizing local resources and building the GenU brand in the country/region.

The GenU Global Team will contribute to impact in countries by driving global strategy, advocacy and thought leadership, building the global PPYP, identifying/co-creating global programs for scale, supporting country teams on programs, partnerships and resource mobilization, mobilizing global catalytic funding for countries, measuring and reporting global impact and building GenU's global brand.

Global solutions can be adapted to different country contexts and successful local solutions can become global solutions. The Global Team will support knowledge generation and exchange across countries and regions.

### **2.3. Resource Mobilization**

The GenU Global Team will raise resources and support resource mobilization in collaboration with the GenU Global Board, Global Leadership Council and other global partners; GenU Local Boards and Local Partners; International Finance Institutions; and youth leaders and networks.

Focus will be on:

- a) Raising global catalytic resources to advance country level results
- b) Supporting in-country resource mobilization
- c) Working with countries and IFIs to leverage resources

To support the effective mobilization and disbursement of global catalytic funds, GenU established a Trust Fund. In order to establish GenU as a Multi Partner Trust Fund, UNICEF as initiator of the Fund requested the Multi-Partner Trust Fund (MPTF) Office to act as the Administrative Agent (AA) of the GenU Trust Fund. The Fund was established with UNICEF and UNDP as initial UN participating organizations.

### **2.4. Fund's scope**

The GenU Trust Fund is a pooled fund that supports the disbursement of capital to develop and scale up Public-Private-Youth programs and innovations in GenU countries that provide young people with opportunities for skilling, employment, entrepreneurship and social impact, in line with GenU's global Strategy 2022-2025.

It is anticipated that capital held by the Trust Fund falls into the following categories:

1. **Un-earmarked funds** are allocated by the Global Team, following the GenU Board's review, to support the development and scale up of programs and innovations that are delivered through Public-Private-Youth partnership.
2. **Funds earmarked to a region, country, and/or programmatic window** are reviewed by the appropriate GenU regional/country lead and/or program lead on the Global Team in consultation with relevant partners to determine how they can be deployed most effectively. The Global Team

acts to disburse the funds to the appropriate recipient, while ensuring that the process is in line with the MPTF Office’s protocols.

3. **Funds earmarked to operations** are allocated to Global Team operating needs, including Country Teams, in line with an annual budget overseen by the GenU Board.

### 3. FUND IMPLEMENTATION

#### 3.1. Risk and mitigation strategies

GenU accounts for the following risks and is prepared to execute on the accompanying strategies for mitigation.

##### *Fund management’s risks*

<b>Risks</b>	<b>Strategies for mitigation</b>
Funds raised by GenU are simply diverted or rebranded from other activities, and are not additive	Set guidelines for use of funds, including development and delivery of programs and innovations through Public-Private-Youth partnership, and to promote mobilization of additional resources, particularly from the private sector and domestic public sector. Work with partner international agencies and CSOs to increase ROI and efficiency of donor funds.
Certain actors, particularly smaller CSOs and NGOs, and private sector entities, are unable to access funds	Tailor global and in country-level hosting and governance structures to ensure that funds are able to be disbursed to relevant entities, including different models for non-UN organizations.
GenU is unable to mobilize domestic public and private funds, diminishing value proposition to global donors	Dedicate team to fundraising, and cultivate deep relationships with network of funders. Explore innovative and blended financing.
GenU is unable to demonstrate return on investment on investing in young people’s outcomes	Work with partners in knowledge management and measurement experts to find innovative methods of demonstrating impact and return on investment

##### *Country operationalization and global program development risks*

<b>Risks</b>	<b>Strategies for mitigation</b>
In looking to build upon existing partnerships in-country, GenU country-level partnership wastes resources duplicating existing	During diagnostic phase, team should clarify areas for value-additive interventions, setting clear standards in order to shift existing



structures without adding value through collective impact methodology or multi-sector lens	<p>operations to effective implementation of collective impact methodology</p> <p>GenU brings to the table leaders in youth development to stay abreast of local ecosystem developments that GenU should support and amplify</p>
Country Portfolio becomes subject to capture by one dominant sector, industry or actor	While having a strong sponsor and anchor partner is a key criterion for GenU country partnerships, initial diagnostics should identify multiple partners within country that the Country Team should dedicate energy to recruiting. Additionally, diagnostic should include objective preliminary recommendations for areas of investment to be presented to the local partnership, instead of allowing the agenda to be dictated solely by leading local partners
Country partnership and portfolio lacks political resilience and is overly reliant on political favor from one actor	Country Team should prioritize public perception of objectivity and public good. The government or ministry should be seen to be leading/committed to GenU, instead of individual politicians or parties
Bureaucratic and political red tape and/or changes in leadership reduce pace of Country Team action, resulting in slowing of progress or country portfolios being reduced to a theoretical plan	Obtain sponsorship from sufficiently senior government figures (e.g. Prime Minister) to cut through lower-level bureaucratic red tape. Get deep involvement from multiple partners - including private sector - and ensure that all stakeholders have an action-oriented mindset. Allow flexibility in the country operating model for a lighter planning process, building on existing analysis, to enable more agile program implementation. Be willing to change the country level partnership.
Difficulties working with young people in fragile or humanitarian settings, particularly those on the move	Work with partners with expertise in humanitarian settings to mitigate the risks and put forward best practices
Countries face difficulties in financial implementation due to political or other crises	Develop risk and mitigation plan and monitor developments, adjusting programming and plans as required.
Countries without significant domestic fundraising capabilities are left behind or countries that are more attractive to donors capture a larger share of resources	Support country partners on fundraising efforts and direct unearmarked funds to priority countries that are less attractive to donors and face more difficulties in resource mobilization

Risks	Strategies for mitigation
GenU distorts market by backing one 'solution' or type of solutions in a topic area over its competitors	Where possible, GenU should stimulate demand and assume supply follows vs. intervening directly in the supply side of the market. In addition, where intervening in the supply side of the market, GenU should support a suite of innovations in selected topic areas, across the spectrum of R&D maturity
GenU backs the wrong strategy	GenU conducts due diligence to avoid coming up with ineffective or harmful strategies. GenU makes clear to investors that they must also conduct their own due diligence on proposed investments. GenU also evaluates impact over time and adjusts course as needed
Programs are developed in isolation of local needs and fail to connect to local systems and local demand	Promote constant feedback and dialogue with country stakeholders, e.g. through local focus groups, design consultations with local partners, and local pilots as relevant, and ensure meaningful partnership with and engagement of youth throughout design and implementation
Team is unable to broker connections to sufficient resources and expertise to successfully develop and take programs to scale	Keep up regular dialogue with potential partners and tailor programs to areas with strong partner and investor interest
Team is not innovative in their approach and thinking, as a result missing out on revolutionary approaches	Maintain and constantly refresh a network of innovative thought leaders to consult on topic areas and trends in innovation, including young entrepreneurs

### 3.2. Measurement and reporting

GenU has articulated a phased approach to measurement and impact evaluation as part of its monitoring and research plan. While an initial Measurement Framework was developed in the early stages of GenU, a revised framework based on learnings, the evolving environment and feedback from the GenU Board has been developed. In line with the GenU Strategy 2022 – 2025, the [Measurement Framework](#) reflects GenU’s mission to skill and connect the world’s 1.8 billion young people to opportunities for employment, entrepreneurship, and social impact. As such, it is organized according to impact area:

1. Connectivity
2. Skilling & Employment
3. Entrepreneurship

#### 4. Social Impact

The Measurement Framework centers on capturing young people's access to connectivity, skilling, employment, entrepreneurship and social impact opportunities as well as how they have benefited from these opportunities over the short, medium, and long term, across global programs and local initiatives.

In order to understand the full scope of GenU's impact over the trajectory of a young person's life, it is important to distill the overall reach or coverage as well as the medium and long-term results of the interventions. GenU's Measurement Framework is global in scope and will be used to guide measurement frameworks and implementation strategies at country level so that there is one unified reporting mechanism. As such, the outcomes and indicators are necessarily broad to allow the flexibility that countries need to respond to local contexts. Every country will develop its own results framework with a unique set of indicators that is closely aligned with the global framework. This will allow for the GenU Global Team to consolidate data for global tracking and adjustments of programme implementation when needed. Young people will play an important role in measuring progress and impact.

The same flexibility extends to data collection processes. While the global framework will provide suggested means of verification/tools to gather data, countries will determine the most appropriate method for their context. This will include data collected by and in coordination with Government; local online platforms that are delivering programmes; and focus groups, including with young people since they will have first-hand knowledge of their situation and needs. To support countries, GenU will be expanding the use of tools that can assist in tracking the GenU partnership's impact on young people, such as UNICEF's U-Report<sup>1</sup> and the ILO Skills Service Tracker.<sup>2</sup> Moreover, GenU will pursue data collection tools and means of verification, which can disaggregate data by thematic area, age, sex, ability, urban/rural, and marginalized groups to the extent possible. GenU will also capitalize of development of new technologies, including IT enabled tools within digital platforms that can improve the measurement of skills and employment outcomes. Implementation of the measurement framework will be phased in over 2022-2023 and follow a comprehensive guidance and rollout plan, which will be circulated to countries in 2022.

GenU's monitoring and evaluation approach will continue to draw on advice from its Monitoring & Evaluation (M&E) Technical Advisory Group (TAG). The TAG is comprised of diverse representatives from UN agencies, the World Bank, foundations, private sector, civil society, academia, and youth leaders, many of whom are active members of the GenU Board and Leadership Council. In short, GenU's measurement framework and its implementation provide a unique opportunity for the GenU partnership to break new ground in measurement and better understand how young people are benefiting from opportunities for skilling, employment, entrepreneurship, and social impact in the short, medium and long term.

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<sup>1</sup> UNICEF's U-Report is a text messaging tool that empowers young people to engage with and speak on topics that are important to them, including their education, employment, creating a business and contributing to social change

<sup>2</sup> The ILO Skills is a tracking system for graduates of TVET, to capture trainees and graduates' views on their skills training programmes, and to collect data on their employment outcomes after completing a training programme

## 4. GOVERNANCE ARRANGEMENTS

### 4.1. GenU Board <sup>3</sup>

The GenU Board is the partnership's primary oversight body at the global level. The [Terms of Reference of the Board](#) was approved in March 2021. It advises and oversees the Global Team's development and implementation of strategic, financial, and operational issues. It is also responsible for overseeing GenU's Trust Fund. The appointment of the Global Board members is regulated by GenU internal rules and procedures.

The Global Board is composed of a committed group of individuals (~10-15 members), reflecting the partnership's public, private and youth diversity. GenU will bias towards a leaner Board to increase member ownership and decision-making efficiency.

The Global Team Director/CEO is a non-voting member of the Board. The Executive Coordinator of the Multi-Partner Trust Fund Office will be invited to attend portions of Board meetings that focus on the Trust Fund.

### 4.2. Global Leadership Council

The main function of the Global Leadership Council (GLC) is to advance GenU's mission and create better education, skills, employment, and entrepreneurial opportunities worldwide for our youth. Given its large size (50+ members), the GLC has evolved to be an advisory body rather than a decision-making body. The GenU Board, comprised of a small subset of GLC members, is now the primary oversight body of GenU.

Per its [Terms of Reference \(ToR\)](#) – revised in November 2020 - the GLC is responsible for a) technical leadership, strategic advice and cocreation of solutions; b) mobilising partners across sectors to expand GenU's reach, including mobilising financial and human resources; and c) advocacy.

The GLC represents governments, multinational companies and some of the world's most preeminent organisations, all with a strong track record of supporting young people to upskill and access employment and entrepreneurship opportunities. It also includes young leaders with extensive youth networks. The seniority and profile of the individual GLC members are important so that they are in a position to influence change. All members act in a professional capacity and represent an institutional relationship with GenU. This means that while individuals may join and leave the GLC, the institutional relationship is likely to remain.

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<sup>3</sup> In March 2021, the Executive Committee was renamed the Generation Unlimited Board. In the MoU between UNICEF and UNDP, the term "the Executive Committee" will refer to the Generation Unlimited Board. In summary, the updated GenU Board TOR removes the following functions: knowledge sharing; monitoring country-level partners and monitoring country-level boards. Regarding the trust fund, the updated GenU Board TOR removes function of overseeing relationship with Trust Fund host; and changes its role on allocations from 'overseeing allocations' to 'approving' allocations.

### **4.3. Global Team**

The Global Team carries out GenU's day-to-day business, executing on the partnership's strategy. To ensure agility in its operations, it is currently led by a Director/Chief Executive Officer (CEO) with broad discretion to act autonomously and respond quickly to the partnership's needs.

Under the Director/CEO's leadership, the Global Team is responsible for global program development and support to scale-up of programs in countries, youth engagement, partnership and resource mobilization, marketing and communications, and global governance. The Global Team also has delegated authority to manage daily the GenU Trust Fund.

The following are key components and activities of GenU's global core operations:

- Programme development and scale-up: Leading co-creation and development of global programs and innovations with partners, as well as knowledge generation and exchange, and supporting Country Teams to deliver impact with and for youth, including on adaptation of the global strategy to country context, convening of global partners towards country level execution, and technical expertise on programme design, scale-up and monitoring and evaluation. This also includes provision of critical catalytic funding for initial scale-up of solutions in countries.
- Young people's engagement and participation: Ensuring meaningful youth engagement in all aspects of GenU to transform GenU into the world's leading Public-Private-Youth Partnership. This includes engagement of youth on co-creation, implementation and monitoring of programmes, communications/advocacy, operations and governance at global and country levels.
- Partnerships and resource mobilization: Securing technical and financial support for GenU's impact in countries by developing and managing global level partnerships with public and private sector entities and supporting Country Teams in mobilizing financing.
- Communications and advocacy: Revolutionizing the GenU brand as the primary brand for the youth skills agenda through extensive and targeted advocacy and communications, using digital and traditional channels, and with leadership and engagement of young people.
- Governance, strategy and core administration: Strengthening GenU's governance bodies, leading GenU's strategy development/updates and global monitoring and evaluation under guidance of the GenU Board and core administration (including Human Resources and budgeting).

### **4.4. Administrative Agent: UN Multi-Partner Trust Fund Office**

The MPTF Office will administer the initiative, acting as the Administrative Agent, and will provide Generation Unlimited with administration and other support services, including grant management and funds support, in accordance with the memorandum of understanding.

The Administrative Agent uses a pass-through modality whereby each participating organization applies its own procedures, provided they meet the minimum requirements outlined in the memorandum of

understanding and ToR in terms of safeguards and fiduciary principles. The Administrative Agent will conclude a memorandum of understanding with each recipient organization.

The MPTFO's design and administration services, whose costs are 1% of all received contributions, include:

- Provide support to the design of the GenU Trust Fund, including development of the Fund's ToR. This includes the preparation of legal instruments based on standard legal agreements.
- Sign a Memorandum of Understanding (MOU) with Participating Organizations, and Standard Administrative Arrangements with potential contributing partners;
- Receive contributions from donors and administer funds in accordance with regulations, rules, policies and procedures of the United Nations Development Programme, as well as the MOU, ToR and SAA, including provisions relating to closure of the Fund account;
- Invest and reinvest the Fund's resources according to investment policies, practices and procedures.
- Any investment income will be added to the Fund's resources and will not be credited to the contributions of a particular donor;
- Provide updated information to the Global Board regarding the regular resource availability;
- Transfer funds to Recipient Organizations in accordance with instructions from the Global Team Director/CEO;
- Consolidate the annual or final narrative report submitted by the Global Team with the annual or final financial reports submitted by the Recipient Organizations and present the consolidated report to the Global Board and to each of the GenU Trust Fund's contributors;
- Prepare the Fund's final financial report including its closure notice;
- Release funds as direct costs for the operations activities of the Global Team based on instructions from the Global Team Director/CEO. The Administrative Agent will annually notify the Global Board about the amounts used to that end;
- Release funds for additional expenses that the Global Team Director/CEO decides to allocate; and,
- Provide tools for fund and grant management to ensure transparency and accountability.

The MPTFO through its GATEWAY (<http://mptf.undp.org/>) offers a web-based service portal, which provides real-time financial data generated directly from its accounting system. It provides all partners and the general public with the ability to track information on contributions, transfers and expenditures.

## **5. IMPLEMENTING PARTNERS**

The Fund will be implemented by UN organizations and Non-UN organizations.

Non-UN organizations include non-profit organizations, which refers to all non-profit organizations with a legal existence in any country. Nonprofit organizations with a total annual budget of less than US\$ 300,000 cannot be contracted directly as GenU Recipient Organization. However, the organization may access the funds as a sub-contractor through an organization that fits the criteria.

Each Recipient organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Fund Administrator.

Each Recipient organization is to establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Fund Administrator. This separate ledger account is to be administered by each Recipient organization in accordance with its own regulations, rules, directives and procedures.

Each Recipient organization is to carry out its activities described in the approved proposal in accordance with the regulations, rules, directives and procedures applicable to it, using its standard implementation modalities.

While respecting their rules and regulations recipient organizations are to display a high-level of awareness in regard to the risk of fraud, corruption and all other contextual and programmatic risks identified by the Board. The Recipient organizations are expected to be proactive in reporting those risks to the Administrative Agent and the Global Team.

## **6. CONTRIBUTIONS**

Contributions to the GenU Trust Fund may be accepted from Member States, international financial institutions, regional bodies, intergovernmental organizations, non-governmental organizations, private sector, foundations and individuals.

Prior to agreeing to accept a contribution from a non-State actor, the Global team will conduct due diligence to ensure that these planned contributions are in line with relevant United Nations policies on such contributions. Due diligence will include consultations with the Administrative Agent and may include consultations with Participating United Nations Organizations.

Contributors are encouraged to provide un-earmarked contributions, which will be programmed by the Global Team Director/CEO, and supported by the Global team. However, contributors may earmark to a specific region, country, and/or programmatic window; or specifically to operating needs of the Global Team, including Country Teams. Such earmarking will be reflected in the contribution agreement.

Contributions may be accepted in fully convertible currency. Such contributions will be deposited into the bank account designated by UNDP MPTF Office. The value of a contribution payment, if made in other than US dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

## **7. PROGRAMMATIC CYCLE**

The Administrative Agent transfers funds to Recipient Organizations based on instructions from the Global Team Director/CEO. Funding priorities are identified taking into consideration the GenU objectives, strategy and risk appetite, as described in Chapter 3.

### **Step 1: Prioritization and overall funding allocation**

The Global Team is responsible to identify the programmatic needs and propose prioritization for allocations. A short concept note outlining the amount of funding proposed and description of project(s) and results, is submitted to the Board for approval. Allocation takes into account the available balance in the Trust Fund, pending commitments from and any stipulations by donors and any upcoming pledges as communicated by the Administrative Agent.

### **Step 2: Development of Country or Global actions/projects**

The Global Team supports GenU Country Partners and eligible Recipient Organizations in the development of a country project proposal/action plan. The Global team will develop a flexible template allowing for quick allocation while keeping into consideration minimum requirements set by the Administrative Agent. The project proposal/action plan for programs that are at global level will be developed by the relevant technical focal point(s) in the Global Team and those at regional level will be developed by regional GenU focal points/partners in collaboration with the Global Team.

### **Step 3: Assessment of Proposal**

The Global Team conducts a systematic, comprehensive technical review of the full proposals, under leadership of the Senior Adviser, Planning and Programmes.

### **Step 4: Approval**

Proposals are reviewed by the Global Team Director/CEO, based on the technical clearance received, and shared with the GenU Board for review and approval.

### **Step 5: Circulation of Approved Projects and Fund Transfers Request**

The Global Team shares the final list of approved projects with contributors and relevant counterparts. The Global Team Director/CEO signs and submits the Fund transfer request to the MPTF Office together



with the programmatic documents. The programmatic documents are co-signed by the Global Team Director/CEO and the selected Recipient Organizations. In absence of the Global Team Director/CEO, the designated Officer-in-Charge has signing authority. The entire process is transparent, and all relevant documents are available online.

## **8. ACCOUNTABILITY AND TRANSPARENCY**

The following clauses are detailed in the legal instruments that govern the Fund (MOU and SAA).

### **Accountability**

Each Recipient Organization will assume full programmatic and financial accountability for the funds transferred to it by the Administrative Agent. Such funds will be administered by each Recipient Organization in accordance with its own regulations, rules, directives and procedures.

For each project or program approved for funding, each Recipient Organization will provide the Global Team and the MPTFO annual and final reports and financial statements prepared in accordance with their accounting system and reporting procedures, as stated in the legal agreements signed with the Administrative Agent.

### **Audit and Evaluation of the Fund performance**

The GenU Board will advise on independent reviews and/or evaluations on the overall performance of the Fund.

The activities of the Administrative Agent and of each participating organization in relation to the Fund will be exclusively audited by their respective internal and external auditors, in accordance with their own financial regulations and rules. The internal audit services of the Recipient United Nations Organisations may conduct joint internal audits in accordance with the Framework for Joint Internal Audits of United Nations Joint Activities. In doing so, the Internal Audit Services of the Recipient organizations will consult with the GenU Global Team Director/CEO. Non-United Nations organizations will be subject to external audit, as described in the financing agreement and the approved programmatic document.

### **Transparency**

The MPTF Office website, Gateway (<http://mptf.undp.org>), is a web-based service portal that provides real-time financial data issued directly from the UNDP accounting system. The GenU Trust Fund has a separate page in the Gateway portal which will allow partners and the public at large to follow-up the contributions, transfers and expenses, and access key documents and reports.

The Global Team and the MPTFO will ensure that the GenU Trust Fund's operations are posted on the Gateway portal. From its side, each implementing entity will take appropriate measures to promote the Fund and provide visibility of results from contributors to the Fund. Information shared with the media regarding beneficiaries of funding, official press releases, reports and publications will acknowledge the

role of the Fund.

## **9. AMENDMENTS, DURATION AND TERMINATION**

The present Terms of Reference may be modified at any time by UNICEF.

The GenU Trust Fund has been established for a duration of 10 years with an end date of December 2030. Extensions may be approved by UNICEF. The Fund will terminate upon completion of all programmes funded through the GenU Trust Fund and after satisfaction of all commitments and liabilities.

Notwithstanding the completion of the initiatives financed from the Fund, any unutilized balances will continue to be held in the Fund account, until all commitments and liabilities incurred in implementing the programmes have been satisfied and programme activities have been brought to an orderly conclusion. Any balance remaining in the Fund account or in the participating organizations individual ledger accounts will be used for a purpose mutually agreed upon by the donors, the Global Team Director/CEO and the Administrative Agent.