

Global Disability Fund

Terms of Reference

January 2025

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1. Rationale and Background

Since the adoption of the Convention on the Rights of Persons with Disabilities (CRPD) in 2006¹, the world has made great progress towards disability inclusion. However, we must do more to accelerate change. Persons with disabilities – particularly the 1 billion living in developing countries – continue to encounter significant barriers in everyday life and suffer the stark consequences of inequities in our communities, from dying decades earlier, to being four times more likely to suffer sexual violence.

The Global Disability Fund (formerly UN PRPD MPTF) was established in 2011 to respond to the global need to accelerate CRPD implementation at national level. Since 2012, the Fund has implemented over 108 joint programmes that have benefited more than 350 million people across 93 countries. Its five-year strategies, the most recent of which is Strategy 2025-2030, are adaptive and responsive to the needs of persons with disabilities in a variety of contexts and across different thematic areas.

The Global Disability Fund is the only UN inter-agency, multi-stakeholder funding mechanism dedicated to accelerating the implementation of the CRPD, playing a unique role in advancing the rights of persons with disabilities through joint programming initiatives at the country level, bringing different UN entities together along with government, persons with disabilities, and civil society.

2. Functions of the GDF

The Global Disability Fund (GDF) is a global multi-partner fund that delivers coordinated and collective programmes and innovations, and shares capacity building and evidence to support disability inclusion in developing countries. GDF works in stable and emergency contexts to accelerate inclusive development, build climate resilience, and ensure inclusive humanitarian context and recovery.

GDF funds development, climate, and humanitarian actors to deliver OPD- and country-led programmes and innovations, and shares capacity building and evidence to support disability inclusion. The Fund's work nurtures inclusive and resilient communities capable of ensuring quality, available, accessible, affordable and accountable services, support systems and structures.

The core functions of the Fund include:

- **Coordinate:** GDF funds and coordinates the world's leading disability inclusion experts, advocates, champions, and donors to ensure coherent delivery of country-level programmes for disability inclusion.
- **Connect and convene:** convene community actors at local, national and global levels, including supporting the Global Disability Summit, influencing the agenda of other global summits, and hosting its own biennial forum.
- **Catalyse and create:** GDF offers funding to the global community of innovators and researchers to catalyse innovations, evidence, and good practices.
- **Consolidate and curate:** GDF consolidates and curates evidence, priorities, and good practices to support the global community of disability inclusion practitioners and advocates.
- **Flexible model:** the Fund is a flexible mechanism that easily adapts to changes such as new

¹ UN DESA [Convention on the Rights of Persons with Disabilities \(CRPD\)](#)

thematic areas of intervention, additional implementing entities, etc.

- **Reduce risk:** GDF reduces political and fiduciary risks faced by stakeholders through the pool/co-mingling of resources and a results-based management system which is transparent and responsible.

3. Fund's Scope and Theory of Change

The Fund's scope and Theory of Change are outlined in more details in the Global Disability Fund Strategy 2025-2030. The Strategy builds upon twelve years of experience investing locally and nationally, improving standards, building capacity, convening stakeholders. The strategic direction and cross-cutting thematic areas of the strategy have been carefully designed to ensure maximum impact on persons with disabilities and the systems and structures that support them.

GDF targets results across seven interconnected goal areas that create compounding, holistic, long-term change towards a world where the rights of persons with disabilities are promoted, protected, and fulfilled, and all persons with disabilities enjoy full and equitable participation in society. These goals are:

1. **Health:** health equity for persons with disabilities.
2. **Education:** inclusive education across the life course.
3. **Protection:** an end to violence against women and girls with disabilities.
4. **Urban and Rural Development:** inclusive cities and communities.
5. **Crisis Response and Recovery:** inclusive humanitarian preparedness, response, and recovery.
6. **Climate Action:** enhanced climate resilience and adaptive capacity.
7. **Financing:** serve the world's 1 billion persons with disabilities living in developing countries with an additional US\$1 billion of funding.

Delivering inclusive services, structures, systems and policies across these goal areas will offer substantial and lasting impacts on the lives of persons with disabilities. Uniquely positioned as a convening, coordinating Fund, GDF aims to deliver work at the nexus of two or more of these interconnected goals in all of its programmes.

These goal areas address fundamental barriers to inclusion and equity, while also leveraging unique opportunities to deliver coordinated, systemic, long-term change. They reflect a comprehensive and strategic approach to disability inclusion, guided by evidence, global best practices, and the lived experiences of persons with disabilities.

Results in these areas will lead to the greatest measurable and lasting impacts on the lives of persons with disabilities. Moreover, GDF's focus on interconnected goal areas allows it to concentrate resources effectively, accelerate progress, and achieve models of success that can be scaled globally.

To achieve its objectives, the GDF funds projects in five integrated workstreams. The Fund's integrated workstreams allow it to unlock synergies, compound results, and scale impacts locally, nationally, and globally.

Workstream 1 A – Foundation Programmes

Undertake participatory, multi-stakeholder, in-depth analysis to identify context-appropriate reforms in priority sectors..

Reform and strengthen governance, investments, support systems and structures that enable access to services.

Accelerate disability mainstreaming within broader development, climate and humanitarian investments, plans and frameworks, including UN development processes.**Workstream 1 B – Acceleration Programmes**

Design and deliver innovative solutions to accelerate service delivery in priority sectors.

Support countries to finance solutions & achieve national-level scale.

Scale successful solutions to other countries. to other countries.

Workstream 1 C – OPD Leadership Programmes

Invest directly in organizations of persons with disabilities, as experts and leaders in advocating for and designing sustainable solutions to disability inclusion

Workstream 2 – Innovative Initiatives

Identify priority issues to address through innovation, supporting the design, testing, and piloting of solutions in the areas of technology, universal design, service delivery models, and social innovations

Workstream 3 – Knowledge Generation & Learning

Disseminate knowledge and evidence globally on best practices on disability inclusion to inspire action and investment

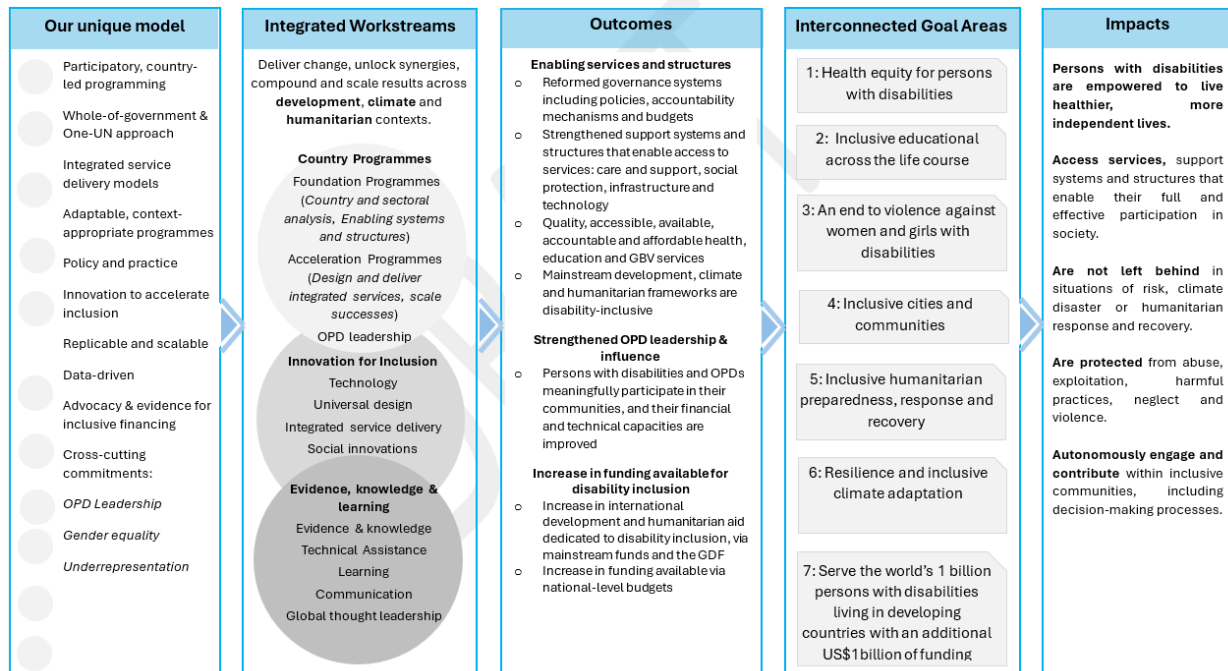
Provide expert technical assistance and capacity building to OPDs, governments, and implementing partners

Facilitate cross-country learning and knowledge-sharing for enhanced impact

Connect, convene, and coordinate global actors to advocate for data-driven disability inclusion across mainstream national and international programmes

Theory of Change

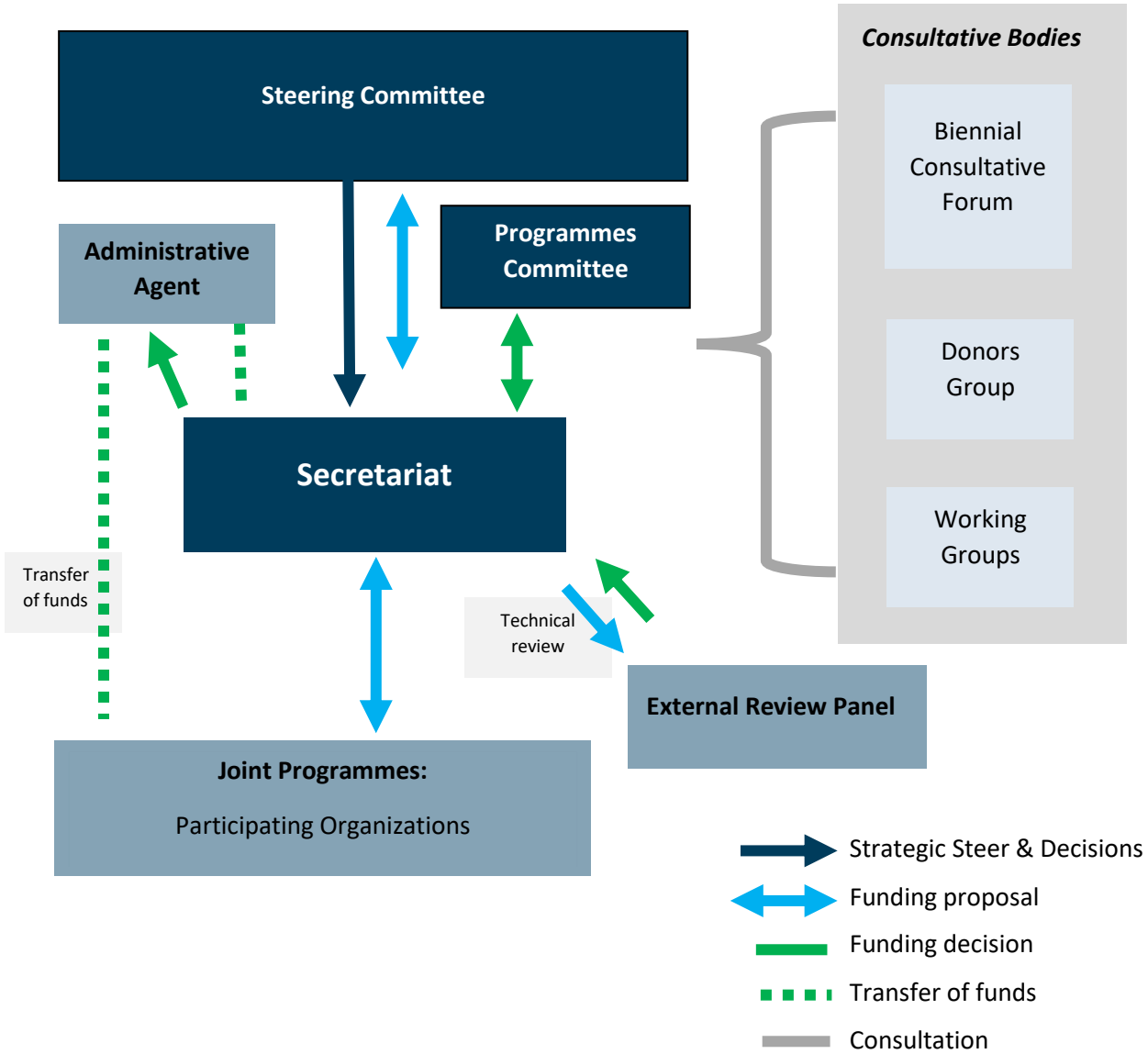
Vision: The rights of persons with disabilities are promoted, protected and fulfilled, enabling full and equitable participation in society.



4. Fund's Operational Structure

The Fund operating details will be described in depth in the Fund Operational Manual that is developed by the Fund's Secretariat with support from the MPTF Office.

The Fund's operational structure involves three functions: Governance and Management (Steering Committee, Programmes Committee, and the Fund Secretariat), Design and Administration (MPTF Office), and Implementation (Participating Organisations).



4.1. Fund Governance and Management

4.1.1. Fund Governance

The Governance of the GDF is divided across two mechanisms, the Steering Committee and the Programmes Committee. The Steering Committee is a high-level body responsible for setting strategic direction, providing strategic programmatic and financial oversight, and supporting resource mobilisation of the Fund. The

Programmes Committee is a working-level, standing committee of the Steering Committee responsible for technical oversight of programme implementation and approving programme funding decisions.

The work of these Committees will be complemented and supported by other bodies such as the Donors Group, the External Review Panel, Working Groups and the Biennial Consultative Forum.

Steering Committee

The Steering Committee is established as an inclusive, constituency-based body with a rotational membership; rotation procedures are outlined in the Operations Manual. The Steering Committee shall be composed as follows: 4 PUNOs including the Chairperson, 3 donors, 3 CSOs. The Chair of the Steering Committee may invite observers, if relevant to the agenda (no more than two per meeting).

The MPTF Office Executive Coordinator and the Head of the Secretariat are ex officio members of the Steering Committee. A standing invitation is extended to the Chair of the Committee on the Rights of Persons with Disabilities and the Special Rapporteur on the Rights of Persons with Disabilities to participate as observers in annual meetings of the GDF Steering Committee.

The GDF Steering Committee will be responsible for the following functions:

Strategic direction	<ul style="list-style-type: none"> – Provide overall policy guidance on the work of the GDF. – Provide guidance on the appropriate approach to advance and scale up the work of the Fund. – Actively provide contributions to meeting agendas. – Support and engage with the Fund’s biennial consultative forum.
Strategic programmatic and financial oversight	<ul style="list-style-type: none"> – Provide strategic guidance on programmes, including geographic area and thematic focus. – Approve Fund’s budget and overarching financial allocations for programmes. – Provide feedback on the effectiveness, efficiency and continued relevance of GDF’s work. – Review any new fiduciary risks or instances of fiduciary mismanagement of GDF funds. Provide guidance or act, as appropriate. – Review the performance of the Secretariat, including reviewing relevant external evaluation results. Provide feedback, as appropriate.
Engagement	<ul style="list-style-type: none"> – Remain cognisant of the Fund’s governance member activity plans and performance indicators. – Participate in governance rotation process. – Promote the Fund and encourage engagement in the Fund’s work, including across one’s parent entity and network.
Resource mobilization	<ul style="list-style-type: none"> – Support the implementation of the Fund’s resource mobilisation strategy. – Support efforts to boost visibility of the Fund, both externally and internally (including across UN-system publications and events).

The Chairperson will agree to the Steering Committee-endorsed schedule of activities and estimated time commitment. The functions of the Chairperson include strategic direction and visibility, engagement, resource mobilisation, strategic programmatic and financial oversight.

The Steering Committee shall meet biannually. A quorum of the Steering Committee will consist of 50 percent plus one of its members, not including the Multi-Partner Trust Fund Office or the Secretariat. The Steering Committee will take decisions by consensus.

Members of the Steering Committee shall remain different and separate from members of the Programmes Committee, and each shall not act as the other’s alternate.

To mitigate real or perceived conflict of interests arising for the Fund’s host PUNO, the Host organisation recognises that GDF staff positions are uniquely dedicated to the GDF Secretariat role, function and needs with accountability to the Fund's governance structure.

Programmes Committee

The Programmes Committee is established as a programmes-level mechanism with an inclusive, rotational membership. Rotation procedures and timelines can be found in the Operations Manual. The Programmes Committee shall be composed as follows: 4 Participating UN Organisations, 2 GDF donors, 1 OPD, and 1 CSO.

Programmes Committee members may sit for one consecutive term.

Meetings of the Programmes Committee will be facilitated by a coordinator, with the position permanently filled ex-officio by the Head of the Secretariat. The coordinator does not have voting rights.

The GDF Programmes Committee will be responsible for the following functions:

<p>Resource allocation approvals</p>	<ul style="list-style-type: none"> – Provide expert technical advice and input on calls for proposals. – Approve ToRs of calls for proposals to be announced by the Secretariat. – Approve experts proposed for the external review panel. – Approve the evaluation criteria to be used by the external review panel for the review of funding proposal. – Approve funding proposals based on the recommendations of the external review panel of technical experts. (Members shall recuse themselves where proposals are from their parent entity)
<p>Programmatic oversight</p>	<ul style="list-style-type: none"> – Regularly review the overarching programme risks within the risk-monitoring matrix (Annex B) and ensure identified programme risks are addressed. – Review any joint programme revision of more than 25 percent of the value of the programme’s budget or programmatic revisions that significantly change the scope, objectives, strategy, or priorities of an approved joint programme. – Review/approve No Cost Extensions of more than nine months. – Support M&E activities as needed. – Regularly seek and share feedback from country offices. – Ensure PUNOs and the Secretariat make available and regularly update a consolidated repository of knowledge e.g. ProDocs data.

Engagement

- Remain cognizant of and engage with the Fund’s governance activity plans and performance indicators.
- Actively support and engage with the Fund’s biennial consultative forum.
- Participate in the governance rotation process.

The coordinator of the Programmes Committee will be responsible for coordinating meetings of the Programme Committee.

A quorum of the Programmes Committee will consist of 50 percent plus one of its members not including the coordinator. The Programmes Committee will take decisions by consensus.

Members of the Programmes Committee shall remain different and separate from members of the Steering Committee, and each shall not act as the other’s alternate. Members shall recuse themselves from approving funding decisions where proposals are from their parent entity.

External Review Panel

The external review panel will be responsible for the independent technical review of funding proposals received by the Secretariat. The Secretariat shall work together with the Programmes Committee to determine the expertise that will be required by the review panel.

UN Strategic Collaboration Working Group

The Secretariat will convene the UN Strategic Collaboration Working Group of Global Disability Focal Points from all PUNOs. The Working Group will be a non-decision-making platform for collaboration. The Secretariat will facilitate and coordinate the work of the Working Group, e.g., collating collaborative agendas and scheduling meetings. The Working Group will meet biannually.

Donors Group

The donors’ group to the GDF meetings will be facilitated by the Secretariat. The group will meet twice annually, possibly around other planned global events. The purpose of this group is to discuss donors’ priorities, provide guidance and support on the implementation of the GDF resource mobilization (including support for resource mobilization activities), and, in line with the strategy, coordinate and align UNPRPD’s work with donor-led initiatives on disability inclusion.

Synergies Working Group

The Secretariat will convene an annual, in-person Synergies Working Group, consisting of strategic-level representatives from the UNDIS team, DCO, and the Secretariat. The Synergies Working Group will be a mechanism to identify and realize synergies between the Fund, UNDIS, and DCO and coordinate guidance offered to UN entities and country teams.

Biennial consultative forum

The Steering Committee will convene a biennial consultative forum. The forum will have no decision-making functions but is instead an event to showcase and inform the Fund’s work. The forum will align with the CRPD

COSP or another relevant global event, to optimize participation. The Secretariat will provide technical and administrative support for the Forum, including a final report.

4.1.2. Fund Management

Secretariat

The GDF Secretariat will operate in accordance with the Fund Operational Manual and agreed annual work plan developed following strategic direction from the Steering Committee. The Secretariat works closely with the Administrative Agent as appropriate. The Secretariat is hosted within UNDP Governance Team in the Bureau for Policy and Programme Support. The Secretariat will carry out the following responsibilities:

- Ensure strong and efficient coordination of partners, including liaison with global focal points and facilitation of governance rotation procedures.
- Provide regular communications to all Participating Organisations of the Fund, including those not in the governance structure, to ensure that all Fund Participating Organisations remain engaged.
- Develop and implement a resource mobilisation strategy.
- Manage GDF external relations and external communications and outreach strategy.
- Develop and submit an annual work plan for SC approval and allocation of funds.
- Coordinate relevant review and decision-making processes for the selection of GDF-supported initiatives and allocation of GDF funding, including selecting independent experts for the proposal review panel and proposing appropriate review criteria (subject to approval by the Programmes Committee).
- Sign off on extension beyond 9 months and budget revisions below 25% of the total programme budget envelope.
- Designing programmes for earmarked funding.
- Monitor and oversee joint programmes, including liaising with UNCTs on overall progress and challenges in GDF-supported initiatives, and undertaking quality assurance procedures in accordance with the quality assurance framework.
- Monitor joint programmes to distil learning, devise annual plans to develop knowledge management tools and systems, and facilitate the development of these tools and systems in accordance with the Strategy.
- Monitor joint programmes and catalytic funding to identify capacity building needs, support multi-stakeholder capacity building in joint programmes, design and deliver capacity building initiatives in partnership with GDF Participating Organisations and other actors, and provide technical support to UNCTs for country programmes.
- Develop internal management processes to ensure efficient operational delivery.
- Ensure the monitoring of operational risks and Fund's performance.
- Manage GDF resources directly entrusted to the Secretariat in keeping with the provision of the Memorandum of Understanding (MoU) establishing GDF and in line with host agency rules and regulations.
- Liaise with the Administrative Agent on all administrative matters.

4.2. Fund Design and Administration

The Administrative Agent

The GDF uses the pass-through funding modality, where the funds are channelled through one UN entity, referred to as the Administrative Agent. The UNDP Multi-Partner Trust Fund Office (MPTF Office) has been appointed by the GDF participating organisations to act as the Administrative Agent for the GDF. UNDP's accountability as the Administrative Agent is set out in the policy "UNDP's Accountability when acting as Administrative Agent in MPTFs and JPs using the pass-through fund management modality" (see <http://mptf.undp.org/factsheet/fund/RPD00>). UNDP performs the Administrative Agent functions in accordance with the United Nations Sustainable Development Group (UNSDG) Protocol on the Administrative Agent for MPTFs and JPs.'

The Fund's administration services, whose costs are 1% of received contributions, include:

- (i) The Fund's setting up: support to the Fund's design (Terms of Reference and Operation Manual), and development of legal instruments; and
- (ii) The Fund's administration: receipt, administration and release of funds to implementing entities in accordance with decisions from the Steering Committee, and financial report consolidation.

The MPTFO is responsible for the following functions:

- Provide support to the design of the Fund;
- Sign a Memorandum of Understanding (MOU) with the Participating UN Organisations and the relevant legal agreements with the Non-UN Organisations;
- Sign Standard Administrative Agreements (SAA) with donors that wish to contribute financially to the Fund;
- Receive and manage funds including those of the Fund's closure;
- Invest and reinvest Fund's resources according to investment policies, practices and procedures. Any profits 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 Steering Committee regarding the regular resource availability;
- Subject to the availability of resources, transfer funds to implementing entities in accordance with the Steering Committee decisions;
- Consolidate the financial annual and final reports submitted by implementing entities and present the consolidated report to the Steering Committee and to each of the Fund's contributors;
- Provide a Fund's final financial report which included a notice of the Fund's closure;
- Release funds as direct costs for the Fund's management, based on the Steering Committee decisions, including the Secretariat function; and
- Provide tools for fund management to ensure transparency and accountability.

4.3 Fund Implementation

The GDF will be implemented by 2 types of Participating Organisations that will directly receive resources from the Fund - Participating UN Organisations (PUNOs) and Non-UN Entities (NUNOs).

The Participating UN Organisations will be able to receive funding by signing the Fund MOU.

The NUNOs that are assessed as being low risk following a Harmonized Approach to Cash Transfers (HACT) assessment, will be eligible to access and receive financing directly from the Fund after being cleared and approved by the Programmes Committee, following the NUNOs' approval procedures, by signing the relevant legal documents with the Administrative Agent.

Each implementing entity is programmatically and financially responsible for funds received in accordance with its own regulations, rules, policies and procedures, including those related to public procurement, as well as recruitment and evaluation of executing partners. Agencies will charge as indirect costs, seven percent (7%) of the amounts received for project implementation.

5. Contributions

The GDF Secretariat takes the lead in conducting resource mobilisation efforts.

Contributions to the GDF Fund may be accepted from national and sub-national governments of UN Member States, inter-governmental or non-governmental organisations, and private sources (private sector and foundations). Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and Business Community (the UN Secretary General's guidelines: (<https://www.un.org/en/ethics/assets/pdfs/Guidelines-on-Cooperation-with-the-Business-Sector.pdf>)). Prior to agreeing to accept a contribution from a non-State actor, the Administrative Agent will conduct due diligence to ensure that these planned contributions are in line with the United Nations policies on the contributions from non-State actors. The due diligence process will include consultations with the Fund Secretariat and may include consultations with the Participating United Nations Organisations.

In support of the overarching aim of the GDF, and to ensure maximum flexibility and coordination, donors are encouraged to contribute with multi-year commitments. Donors are encouraged to contribute with multi-year commitments. Earmarking is allowed geographically and by workstream.

The Fund receives contributions in fully convertible currency or any other currency that can be readily used. Such contributions will be deposited to the bank account designated by the MPTFO. The value of the contributions, if made in a currency other than US dollars will be determined by applying the UN operational exchange type in effect of the date of payment. Profit or loss due to currency exchange rate is registered in the Fund's account set by the Administrative Agent and will be taken on by the Fund.

6. Process of Programme Approval

The Fund operating details are described in depth in the Fund’s Operational Manual.

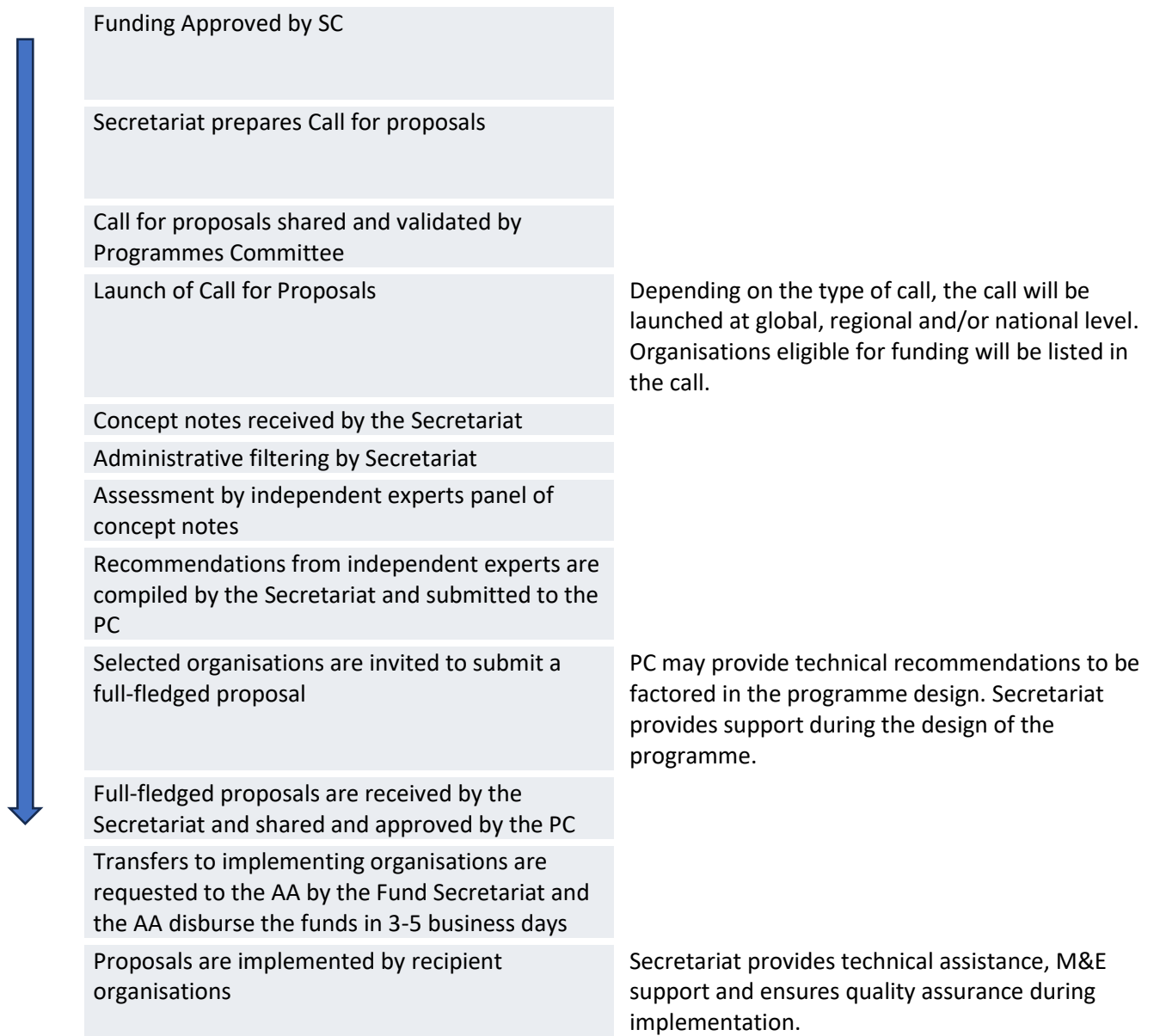
Two types of programme approval processes are proposed:

1. Regular cycle: includes phases of project identification, presentation, review and approval.
2. Rapid cycle: the approval phases are shorter (total duration of maximum a week), to prioritise the approval of critical initiatives of short term implementation.

The Fund will have two modalities for the call for proposals:

1. **Closed Call:** Only a predetermined group of Participating Organisations will be invited to submit proposals.
2. **Open Call:** All Participating Organisations are eligible to submit proposals.

The programme approval process is outlined below.



7. Monitoring, evaluation, and reporting

Monitoring and evaluation (M&E) systems for GDF programmes are developed at country level based on the UN Development Sustainable Group M&E guidelines as well as internal guidance of each participating organisation. For each programme, 5–7 percent of the total programme budget will be reserved to cover M&E costs.

GDF funded programmes report progress against agreed programme results once a year. In addition, progress is verified independently, and case studies, photographs and testimonies are provided as well as an updated programme risk assessment. The monitoring reports are used to manage quality assurance of programmes, address programme delivery challenges, determine technical assistance needs of programme teams, and inform GDF global knowledge management and capacity building tools as well as global reporting.

In addition to formal reporting, the GDF Secretariat meets and communicates remotely with programme teams to provide on-going monitoring and support. Technical support may also be provided through country missions, if required.

The MPTF Gateway makes it possible to access real-time information of resources received by GDF and disbursements made to GDF programmes. Expenditure data is also available as of the last date of reporting.

Independent evaluation

The SC, through the Secretariat, should contract (at a minimum) two independent evaluations on the overall performance of the Fund, charged to its general expenditure. These evaluations will be conducted in the mid-term and at the time of the Fund's closure, respectively. The objective of these evaluations is to analyse the Fund's performance, thus testing the theory of change described in the Results Matrix. The intermediate evaluation will provide specific recommendations to the SC regarding the matrix of results and the underlying theory of change, including its revision if deemed necessary.

Reporting

The responsibilities related to reporting are gathered and detailed in the Memorandum of Understanding (section IV) and Standard Administrative Agreements (SAA) (section V).

All the implementing entities will carry out annual and final reports on activities and expenditures according to a common format designed for the Fund.

Narrative report

For each project, the Participating Organisations will present the following reports to the Secretariat for consolidation and further transmission to the Administrative Agent:

- (a) Annual narrative reports to be provided no more than three months (31 March) after the end of the calendar year; and

(b) Final narrative reports, after the completion of the activities in the approved programmatic document, including the final year of the activities in the approved programmatic document, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the approved programmatic document occurs.

Annual and final reports will exhibit results based on evidence. Annual and final narrative reports will compare actual results against estimated results in terms of outputs and outcomes and they will explain the reasons of higher or lower performance. The final narrative report will also include the analysis of how the outputs and outcomes have contributed to the Fund's global impact.

Financial Report

For each project, the Participating Organisations will present the following financial statements and reports to the Administrative Agent:

(a) Annual financial reports as of December 31st, regarding the funds disbursed to them from the Fund Account, to be provided no later than four (4) months (30th April) after the end of the calendar year; and

(b) Final certified financial statements and financial reports after the completion of activities contained in the programme-related approved document, including the final year of such activities, to be submitted no later than five (5) months (31st May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs.

Based on these reports, the Administrative Agent will prepare consolidated financial reports which will be further consolidated with the narrative report and submit to each of the Fund's Contributors and to the Steering Committee as per the schedule established in the Standard Administrative Agreement.

8.Accountability and transparency

Accountability

The Participating Organisations will provide implementation services in accordance with its own financial regulations, rules and policies.

For each project or program approved for funding, each Participating Organisation will provide the Secretariat 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.

Financial audit: the Administrative Agent and the UN implementing bodies will be audited according to their own financial rules and regulations, in line with the audit framework for multi-donor funds, as agreed by the Audit Internal Services of the UN implementing bodies and endorsed by UNDG in September 2014.

GDF will report to the Steering Committee in accordance with agreed annual targets and milestones set in the approved work plan. The Steering Committee will be informed biannually through planned SC meetings and annual reporting.

Transparency

The MPTFO 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 Fund has a dedicated page in the Gateway portal which allows partners and the public at large to follow-up the Fund contributions, transfers and expenses, and access key documents and reports.

The Secretariat and the MPTFO ensure that the Fund's operations are posted on the Gateway portal. From its side, each implementing entity takes appropriate measures to promote 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. Duration, Amendments and termination

The Fund end date is 31st May 2030.

The Steering Committee will be able to modify any of the provisions of these terms of reference in writing as it deems necessary, including the extension.

The Fund will terminate upon completion of all programmes funded through the Fund and after satisfaction of all commitments and liabilities. Notwithstanding the completion of the initiatives financed from the Fund, any unutilised balances will continue to be held in the fund account until all commitments and liabilities incurred in implementation of the projects/programmes have been satisfied and project activities have been brought to an orderly conclusion. The Steering Committee will decide on the use of any unutilised balance of the Fund. Any balance remaining in the Fund Account, upon closure 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 donor(s) and the Steering Committee.

Appendix A: Safeguarding

Existing safeguards are in place to: prevent unethical behaviour (including sexual exploitation and sexual abuse); protect victims and witnesses (including through appropriate protocols on reporting and cooperation with investigations); and ensure that corrective measures are taken without delay in order to end violations. Below are links to a number of UN system-wide policies addressing these specific aspects to which all our implementing Agencies are committed to:

- [Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#)
- [Special measures for protection from sexual exploitation and sexual abuse](#)

- [Status, basic rights and duties of United Nations staff members](#)
- [Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission](#)
- [Observance by United Nations forces of international humanitarian law.](#)

Appendix B Risk Management Matrix

The following risk matrix captures the level of severity of risks and identifies the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high). The Risk Framework will be updated every two years.

Likelihood of risk	Definition	Impact of risk	Definition
Low	May happen	Low	Insignificant or minimal damage or disruption to result targets
Medium	Likely to happen	Medium	Significant damage or disruption
High	Very likely to happen	High	Serious damage or disruption

Risk	Likelihood	Impact	Risk drivers	Risk outcomes	Risk treatment: mitigation and/or adaptation measures	Risk treatment owners
Financial/Political/Strategic						
GDF is not able to mobilise sufficient resources from contributors to meet targets	Medium	Medium	<ul style="list-style-type: none"> •Decreased consensus among stakeholders on GDF relevance •Disbursement pressure •Insufficient funds •Limited support from Participating Organizations 	<ul style="list-style-type: none"> •GDF operates below full capacity •Lack of impact of Fund interventions relative to GDF strategic approaches •Reputational damage, affecting donor relationships 	<ul style="list-style-type: none"> •Build consensus among participating organisations and OPDs of the results and relevance of GDF to present a strong Fund’s message to potential donors •Maintain frequent and targeted communication with current and potential donors •Ensure key outcomes are presented to donors •Develop a resource mobilization and 	<ul style="list-style-type: none"> •Steering Committee •Secretariat

					sustainability strategy •Adjust disbursement targets to reflect available resources	
Operational						
Ineffective operations affect GDF management efficiency	Low	Medium	<ul style="list-style-type: none"> •Insufficient administrative staff •Cumbersome operational procedures 	<ul style="list-style-type: none"> •GDF strategic objectives not met •Reduced satisfaction of partners •Reputational damage of GDF •Delays in implementing programmes 	<ul style="list-style-type: none"> •Feedback mechanisms for implementing partners •Regular meetings between the Administrative Agent and Secretariat 	<ul style="list-style-type: none"> •Administrative Agent (MPTF Office) •Secretariat •Implementing organisations for feedback
Programmatic						
Poorly designed joint programmes	Low	High	<ul style="list-style-type: none"> •Insufficient capacity and knowledge of staff of participating organizations on disability inclusion •Insufficient collaboration with government and consultation with OPDs •Insufficient Secretariat capacity 	<ul style="list-style-type: none"> •Limited programmatic and strategic impact •Reputational risk to stakeholders and GDF 	<ul style="list-style-type: none"> •Rigorous quality assurance processes to assess proposals and to implement and monitor programmes •Continued knowledge generation and sharing of lessons learned among stakeholders •Capacity building for programme stakeholders on disability inclusion and programme delivery, including training to address programmatic challenges •Regular review of the selection criteria for programmes 	<ul style="list-style-type: none"> •Programme Committee •Secretariat

					<ul style="list-style-type: none"> •Increased technical assistance/capacity building for programme design/implementation 	
Unsuccessful implementation of joint programmes	Low	High	<ul style="list-style-type: none"> •Lack of relevant expertise on disability inclusive development •Inadequate funding and staffing •Lack of meaningful OPD participation •Lack of communication/coordination between stakeholders •Lack of willingness of participating organisations to collaborate •Weak RC leadership 	<ul style="list-style-type: none"> •Poor utilisation of funds in relation to approved budget/inefficient use of funds/duplication •Limited impact/results of GDF interventions •Loss of stakeholder confidence in GDF and decline in donor allocations •Lack of knowledge of GDF administrative procedures •Misuse of funds 	<ul style="list-style-type: none"> •Delivery of targeted and tailored capacity building to address programme implementation challenges •Application of UNDG guidelines for joint programming •Use of established quality assurance mechanisms •Increased Secretariat capacity to support joint programme implementation •Design of robust M&E framework to track impact and course correct •Joint programming management closely follows operational policies and procedures of participating agencies •Development of knowledge management tools to enhance joint programme delivery 	<ul style="list-style-type: none"> •Programme Committee •Secretariat •Implementing Organisations

					<ul style="list-style-type: none"> •Cross-country knowledge sharing, and lessons learned across joint programmes •System-wide safeguarding policies are put in place and Participating Organizations are required to report against their application •Involvement of DCO to ensure ownership of RCs system and alignment with timelines of development processes 	
Contextual						
Political, economic, humanitarian or other instability in or across countries that causes delays or setbacks in delivering programmes	Medium	Medium	<ul style="list-style-type: none"> •Poor risk analysis •Reduced staff •Change of priorities of relevant stakeholders 	<ul style="list-style-type: none"> •Joint programmes are delayed •GDF funds remain unspent •Results are not met 	<ul style="list-style-type: none"> •Instalment payments based on milestones achieved •Flexibility for repurposing •Monitor and surveillance systems in place •Continuous analysis of political landscapes •High standards of due diligence for proposed programmes •Alignment of proposals with UNDCFs, and SDGs 	<ul style="list-style-type: none"> •Management Committee •Implementing Agencies •Secretariat

Attachments:

- Strategy
- Operational Manual
- Risk Management strategy