**UN UGANDA**

**MULTI-PARTNER TRUST FUND**

**Terms of Reference**

**Content**

[**1.** **Introduction** 3](#_Toc39503328)

[**2.** **Rationale and Fund's Functions:** 3](#_Toc39503329)

[**3.** **Theory of Change and Scope of the Fund** 4](#_Toc39503330)

[**4.** **Fund Governance and Coordination** 8](#_Toc39503331)

[Fund Operations 8](#_Toc39503332)

[Fund Administration 10](#_Toc39503333)

[Fund Implementation 11](#_Toc39503334)

[**5.** **Contributions** 11](#_Toc39503335)

[**6.** **Project Approval Process** 11](#_Toc39503336)

[6.1. Rapid cycle 11](#_Toc39503337)

[6.2. Regular cycle 12](#_Toc39503338)

[6.1.1 Project identification, design and submission 12](#_Toc39503339)

[6.1.2. Review of Projects 12](#_Toc39503340)

[6.1.3. Project approval and funds transfer 13](#_Toc39503341)

[**7.** **Risk management** 13](#_Toc39503342)

[**8.** **Monitoring, evaluation and report** 14](#_Toc39503343)

[8.1 Monitoring 14](#_Toc39503344)

[8.2 Evaluation 15](#_Toc39503345)

[8.3 Reporting: 15](#_Toc39503346)

[**9.** **Accountability and transparency** 16](#_Toc39503347)

[9.1 Accountability 16](#_Toc39503348)

[9.2. Transparency 16](#_Toc39503349)

[**10.** **Amendments, duration and termination** 16](#_Toc39503350)

1. **Introduction**

The UN Uganda MPTF aims to support coherent actions towards the accomplishment of the 2030 Agenda. The Fund draws up and mobilizes funding/financing for strategic interventions through which the UN development system and its partners—acting together and drawing on each other’s comparative advantages—can contribute to the achievement of the Uganda national development priorities to be reflected in the UNSDCF and ultimately contributing to Agenda 2030.

The Fund will have several thematic windows that will open gradually. An initial window on “emergency” will be opened at this stage, and it will address the COVID-19 crisis.

On 21 March 2020, Uganda confirmed its first COVID-19 imported case and since then cases have gradually been on the rise. The Government of Uganda has implemented a series of measures and developed national guidelines to prevent and respond to the spread of COVID-19. To support the Government of Uganda to ensure urgent and robust response, the United Nations in Uganda, together with the Government and NGO partner organizations has launched the UN Emergency Appeal for COVID-19 Response and its Impacts in Uganda on 23rd April 2020. The UN Emergency Appeal aims to mobilize USD 316.4 million to support 12.8 million people by addressing the impact of the COVID-19 pandemic on the most vulnerable people in Uganda, including the elderly, people living with disabilities, women and girls, refugees, widows, female-headed households, market women, street vendors, people living with HIV and TB, migrants and those displaced by natural disasters. The support will be provided through key thematic areas:

* health;
* food security, livelihoods and nutrition;
* life-saving services and social protection;
* refugees and displacement;
* immediate economic support and digital innovation;
* coordination and common services.

.

1. **Rationale and Fund's Functions:**

The 2030 Agenda calls for integrated approaches across multiple sectors and goals, as well as collective action at all levels in order to achieve the Sustainable Development Goals (SDGs). On 31 May 2018, the United Nations General Assembly adopted Resolution 72/729 which aims to better position the United Nations development system (UNDS) to address the full range of human rights, peacebuilding, humanitarian and development challenges and opportunities, and to align its functions and capacities with the 2030 Agenda to be more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented.

A repositioned UNDS that delivers on the 2030 Agenda is being implemented by the Secretary-General from January 2019, and calls for a new generation of more responsive United Nations Country Teams (UNCTs) and creates an independent, empowered and impartial Resident Coordinator and strengthened UNRCO able to lead the UN’s integrated and impactful contributions at country level. To deliver on such an ambitious reform agenda, and to enable a new generation of Resident Coordinators to shape country-based programming, aligned with country Cooperation Frameworks (UNSDF), the resolution 72/729 promotes the use of pooled funding mechanisms.

Experience to date shows that pooled funds can improve coordination, coherence, and alignment; better manage risks; and promote transformative change. They help bridge the silos between humanitarian, peacebuilding and development agendas in a flexible design that can accommodate several windows and governance mechanisms while improving overall accountability for results and financial reporting.

The Uganda MPTF envisions to support an ambitious agenda for working together to unlock progress towards the SDGs. The Fund aims to finance actions that provide catalytic support to UNSDF priorities aligned with the National Policy Framework and SDGs.

The Fund will have the following functions:

* Coordination and alignment: Enable a platform to strengthen coordination, evaluation, planning and communication among several entities;
* Coherence: Develop synergies among different players;
* Strategic allocation of resources through an inclusive and transparent decision-making structure;
* Reduce political and fiduciary risks faced by stakeholders through the concentration of resources and a result-based management system which is transparent and responsible;
* Broaden the financial base of emerging or non-resident donors;
* Reduce transaction costs by using pre-approved single Standard legal agreements.;
* Provide flexibility: the Fund is a flexible mechanism that easily adapts to changes (new thematic areas of intervention, additional implementing entities, new processes, etc).

# **Theory of Change and Scope of the Fund**

The goal of the fund is to support the achievement of the SDGs in the country by supporting key catalytic interventions within the Uganda UN Sustainable Development Cooperation Framework (2021-2025).

The Fund will be structured in thematic windows, the first one being an “Emergency window” that will address the COVID-19 crisis.

The Government of Uganda has implemented a series of measures and developed national guidelines to prevent and respond to the spread of COVID-19. The Ministry of Health prepared a National COVID-19 Preparedness and Response Plan that has been updated to respond to the evolving pandemic, modelling data and new evidence aimed at reducing the importation, transmission, morbidity and mortality as well as socio-economic disruption that might result from the COVID-19 outbreak. District Task Forces and their subcommittees have been activated, and various guidelines, Standard Operating Procedures and public awareness messages have been developed and widely disseminated. Mapping of facilities for managing COVID-19 cases -including severely ill requiring intensive care management- is ongoing alongside resource mobilization.

COVID-19 puts all people in Uganda at risk and requires an urgent and robust response, including through the intensification of surveillance, detection and containment measures, as well as case management and community engagement. The necessary restrictions on movement are impacting both people’s ability to access basic services like healthcare and food and to sustain their livelihoods. Beyond the immediate public health aspects of the COVID-19 pandemic, the disease will also have humanitarian and socio-economic consequences, as already seen in the global economic slow-down.

The containment measures have significantly reduced the level of economic activity, particularly in the informal sector, which employs 85% of Ugandans. Up to 60 percent of informal enterprises have stopped their operations or moved below the poverty level, denying daily earnings to between 5 and 6 million informal workers, most of them living hand to mouth. The measures are particularly worrisome for the elderly, the disabled, as well as female and child-headed families. These populations often do not have access to banking services and do not have savings to fall back on. COVID-19 prevention measures will also backlog the criminal justice system as those awaiting bail or trial will face delays.

COVID-19 is a threat to the peaceful co-existence of refugees in Uganda. Funding for refugee responses across the region have dwindled and focus on national COVID-19 responses worldwide will likely hurt efforts to maintain what meagre resources remain to feed, clothe, shelter, educate and protect the 1.4 million refugees in Uganda. It is also important that changes in weather patterns and natural disasters that have forced Ugandans to flee their homes do not exacerbate the spread of the virus due to crowding in makeshift shelters. Investment in disaster management at local levels close to meteorological hot spots is key. The protection of children, particularly girls and young women, is compromised the longer they are out of school as they are exposed to the possibility of child marriage, exploitation and teen pregnancy. Families, communities, cultural and religious leaders are critical partners on this frontline against the exploitation of women and girls.

To support the Government of Uganda to ensure urgent and robust response, the United Nations in Uganda, together with the Government and NGO partner organizations has launched [the UN Emergency Appeal for COVID-19 Response and its Impacts in Uganda](https://reliefweb.int/sites/reliefweb.int/files/resources/Uganda_Emergency_Appeal_COVID19_2020.pdf) on 23rd April 2020. The UN Emergency Appeal aims to mobilize USD 316.4 million to support 12.8 million people by addressing the impact of the COVID-19 pandemic on the most vulnerable people in Uganda, including the elderly, people living with disabilities, women and girls, refugees, widows, female-headed households, market women, street vendors, people living with HIV and TB, migrants and those displaced by natural disasters.

The UN Emergency Appeal will provide a foundation for life-saving action and serve as a bridge to longer-term activities focused on recovery and resilience-buildings and leaving no one behind, to be implemented under the UN Sustainable Cooperation Framework (2021-2025), which is under development, in support of the Government’s new National Development Plan III and implementation of the Sustainable Development Goals (SDG).

The **Strategic Objectives** of the Emergency Window of the Fund, include:

1. Support public health response to contain the spread of COVID-19 pandemic by decreasing morbidity and mortality.
2. Provide access to life-saving, livelihoods- saving and resilience-building services, assistance and protection, prioritizing the most vulnerable and those most at-risk of COVID-19.
3. Create an enabling environment for the COVID-19 response through immediate interventions to improve governance, human rights and gender equality, coordination and social cohesion.

**Response Approach**

This United Nations-coordinated Emergency Appeal prioritizes the most urgent interventions to be carried out in Uganda in the next six months (April to September 2020) in support of the Government-led response to COVID-19. Complementing the Government of Uganda and the Ministry of Health’s response, the appeal focuses on: 1) the immediate public health response to COVID-19, and 2) response to the secondary impacts of the pandemic on vulnerable Ugandans, including children, the elderly, women, people living with disabilities, people living with HIV, refugees, migrants, and those displaced by natural disasters. Whilst seeking to ensure that there is not duplication in funding asks with existing programmes, some activities in the Emergency Appeal represent a strictly prioritized and/or scaled-up version of activities in the Uganda Refugee Response Plan, and Uganda’s United Nations Development Assistance Framework (UNDAF).

The appeal will respond to the most urgent needs generated by the secondary consequences caused by the COVID-19 outbreak for the most vulnerable Ugandans, including through: food security, livelihoods and nutrition interventions; life-saving protection, education and WASH services; social protection for the most vulnerable; assistance for refugees and internally displaced people; and support to the private sector, local governments and communities to counter-act the immediate humanitarian consequences of COVID-19. Common services -including coordination, security, communication and logistics- will underpin the response and support the scale-up of partners’ emergency programmes to meet critical life-saving needs in the period ahead.

**The appeal targets at risk communities across Uganda under six core themes:** 1) Life-Saving Health Services, including the immediate COVID-19 public health response; 2) Food Security, Livelihoods and Nutrition; 3)Social Protection and Life-Saving Essential Services; 4) Refugees and Displacement;) Immediate Economic Support & Digital Innovation; and 6) Coordination and Common services.

Under each theme, the Appeal presents two sets of time-bound interventions, as follows:

1. The most urgently required immediate interventions for the public health emergency and impacts from COVID-19 in next eight-weeks are prioritized and highlighted; 2. These are placed alongside priority interventions that will tackle long term public health interventions aimed at containment of COVID-19 and address the impacts of the containment measures over the next six months.

To maximize efficiency and effectiveness, wherever possible, existing mechanisms will be utilized -such as the social protection programme under the Ministry of Gender, Labour and Social Development (MGLSD)- with programmes in the Emergency Appeal supporting a vertical and horizontal expansion to incorporate new caseloads of vulnerable people in need. The response will complement the coordinated fiscal response led by the Office of the Prime Minister, which is scaling up existing social protection programmes and re-purposing them to protect the most vulnerable, including the elderly, youth, poor, women, people with HIV, people with disabilities, refugees and others. The response will also take into account other Government initiatives, such as: the establishment of a National Food Strategic Reserve and modernizing and digitalizing supply chains; protecting basic service delivery, such as water, electricity and health services; and working with International Financial Institutions to avoid the knock-on effects of COVID-19 for the wider economy.

***Ke*y assumptions**

* **Times of Preparedness and Start-Up:** The Fund will begin to finance rapid response and preparedness actions before the full mobilization of resources for the UN Emergency Appeal.
* **Resources:** The Government of Uganda and bilateral partners are committed to providing funding under this appeal.

**Figure 1: Impact and Results Framework**

**DESIRED CHANGE IN THE LONG TERM**

Leave no one behind as a result of COVID-19

**IMPACT**

Long-Term Recovery

**Food Security, Livelihoods & Nutrition**

Supporting access to food through food assistance; and

access to food through own production

**Health**

Supporting immediate COVID-19 public health response and

continuity of other essential life-saving health services during the outbreak

**Life-Saving Services & Social Protection**

Addressing the needs of the most vulnerable through life-saving services in: Social Protection; Education;

Protection (General, Child Protection, GBV); WASH and Mental Health and Psychosocial Support

**Refugees & Displacement**

**4.1 Refugees**

Support through multi-sectoral approach, in line with the Refugee Coordination Model, targeting 1.4 million refugees in need

**4.2 Internal Displacement**

Supporting preparedness actions including for floods response, locusts and other natural disasters

**Immediate Economic Support & Digital Innovation**

Supporting through socio-economic recovery and structural transformation; building resilience of most vulnerable and fragile sectors of economy; strengthening Inclusive and multisectoral crisis management; digital economy in the public and private sectors

**Coordination and Common services**

Ensuring an effective, efficient and coherent response

# **Fund Governance and Coordination**

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

The Fund's governance involves three levels: Operation (Steering Committee, Technical Committees and the Fund Secretariat), Design and Administration (MPTF Office) and Implementation (implementing entities).

## Fund Operations

***MPTF Steering Committee***

The Steering Committee is the body in charge of the strategic guidance and general supervision of the Fund. It is the chaired by the Government and co-chaired by the UN Resident Coordinator. The Steering Committee comprises of representatives of United Nations agencies (signatories of the MOU), donors and MPTFO as ex-officio member.

The Steering Committee meets when deemed necessary and it is responsible for the following tasks:

* Provide general oversight and exercising overall accountability of the Fund;
* Approve the strategic direction of the Fund and its overall results framework;
* Approve the Fund risk management strategy and review risk monitoring regularly;
* Review and approve proposals submitted for funding (if applicable: after being cleared by the relevant thematic working groups), ensuring their conformity with the requirements of the Fund Terms of Reference (TOR);
* Decide the allocation of funds;
* Review Fund status and oversee the overall progress against the results framework through monitoring, reporting and evaluation;
* Review the periodic progress reports consolidated by the Administrative Agent and the Secretariat based on the progress reports submitted by the Implementing Entities;
* Commission mid-term and final independent evaluations on the overall performance of the Fund;
* Approve direct costs related to fund operations, including the Secretariat costs;
* Approve Fund extensions and updates to the Fund TOR, as required.

The Steering Committee makes decisions by consensus.

**The thematic window Steering Committee**

When a thematic or a geographic window is stablished, the Steering Committee may create a window Steering Committee with delegated authority to perform the SC functions within the thematic window, in line the strategic guidance of the Steering Committee. The thematic window steering committee is chaired by the UN Resident Coordinator (or designated UN official) and is comprised of the Government, Participating UN Organizations and window participating donors, with the fund Secretariat and Administrative Agent as ex-officio members.

The thematic window Steering Committee delegated responsibilities may vary and they will be spelled out in the specific window TOR.

***Secretariat***

It is the entity responsible for the operational functioning of the Fund. The Secretariat provides technical and administrative support to the Steering Committee.

With this initial window, the Secretariat function will be provided by the Resident Coordinator Office.

The Secretariat structure can be reviewed and adjusted by the Steering Committee in line with needs and budget availability.

The Secretariat main functions are:

* Advise the Steering Committee on strategic priorities, programmatic and financial allocations (based on the inputs of inter-agency working groups, if applicable)
* Provide logistical and operational support to the Steering Committee;
* Organize calls for proposals and appraisal processes;
* Ensure the monitoring of the operational risks and Fund performance;
* Consolidate annual and final narrative reports provided by the Participating UN Organisations and share with the Steering Committee for review as well as with Administrative Agent for preparation of consolidated narrative and financial reports;
* Facilitate collaboration and communication between Participating UN Organizations to ensure programmes are implemented effectively.
* Liaise with the Administrative Agent on Fund administration issues, including submitting the funds transfer requests and issues related to project/ Fund extensions and project/Fund closure.

The costs of the Secretariat will be charged to the Fund as direct costs. The Secretariat's budget will be agreed and approved by the Steering Committee.

***Thematic Working Groups (TWG)***

The Thematic Working Groups are bodies in charge of reviewing projects or joint programs submitted to the Fund, which will be submitted for approval to the Steering Committee through the Secretariat.

During the project review, the implementing entities and/or executing partners will be invited to the committee meetings in order to receive technical recommendations regarding project and program execution.

Project review by Thematic Working Groups has the following objectives:

* Ensure project technical quality through technical specialized review per sector or field;
* Guarantee intervention relevancy: it ensures that the projects submitted to the approval of the Steering Committee, are (i) aligned to these Terms of Reference; (ii) coordinated with existing activities, foreseen within the sector and (iii) developed in consultation with relevant national institutions.

The TWGs consists of representatives of the UN, Government, donors and a Fund's Secretariat representative. Depending on the project's subject matter, representatives from other entities with relevant knowledge could be invited.

Thematic Working Groups meet monthly or as required and they are responsible for the following tasks:

* Support the development of projects during the stage previous to the proposal presentation.
* Review projects submitted to them in order to ensure technical quality and relevancy.
* Recommend to the Steering Committee the approval of projects presented to the Fund.
* Make recommendations to the Secretariat and the MPTFO regarding Fund's report presentation, monitoring and evaluation.

## Fund Administration

***The Administrative Agent***

The Fund is administered by the MPTFO under the pass-through management modality. The Fund's administration services, whose costs are 1% of received contributions, include:

1. The Fund's setting up: support to the Fund's design (Terms of Reference and Operation Manual), and development of legal instruments; and
2. 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 Organizations;
* Sign Standard Administrative Agreements with donors that wish to contribute financially to the Fund;
* Receive and administer funds included those of the Fund's closure;
* 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 running of the Secretariat, based on the Steering Committee decisions.
* Release funds for additional expenses that the Steering Committee decide to allocate;
* Provide tools for fund management to ensure transparency and accountability.

## Fund Implementation

The Fund will be implemented by UN Agencies. 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 amounts received for project implementation.

Civil Society Organizations (CSOs) will be able to receive resources from the Fund though a Managing Agent (MA). This function can be performed by any of the UN entities signing the Fund MOU and as approved by the SC.

# **Contributions**

Contributions to the Fund may be accepted from governments of Member States of the United Nations or from intergovernmental or non-governmental organizations, or from private sources. The Fund's resources will be used to finance or co-finance projects, programs and operations approved by the Fund's Steering Committee. As a general rule, the contributions will not be earmarked and will depend on the decisions of the Steering Committee, however contributors can earmark at window level.

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.

# **Project Approval Process**

Two types of project approval are proposed:

1. *Rapid cycle: the approval phases are shorter (total duration of maximum five days), to prioritize the approval of critical initiatives of short-term implementation.*
2. Regular cycle: includes phases of project identification, presentation, and review.

## 6.1. Rapid cycle

The Implementing Entity submits the project document to the Secretariat. The Secretariat convenes the corresponding Thematic Working Group depending on its category, to review virtually the proposal within no more than 48 hours at the end of which the project shall be deemed approved on a no-objection basis. Once the project document is endorsed by the TWG and the technical sheet is prepared by the Secretariat (within no more than 2 working days) the Secretariat will circulate these documents to the SC which will meet in person or virtually to make decisions on the project and resource allocation. The funds transfer follows the same process as the regular cycle.

This rapid cycle will be used when the SC considers necessary for emergency interventions.

## 6.2. Regular cycle

### 6.1.1 Project identification, design and submission

For the Emergency Window, projects will be developed based on a request from the SC and in accordance with projects in the UN Emergency Appeal. Projects are then reviewed by the Secretariat and the relevant TWG before being presented for approval to the SC, which can be done electronically and on a non-*objection basis within 72 hours of submission*.

Projects are identified in the UN Emergency Appeal across six thematic areas and are designed with the 8 weeks and 6 months’ timeframes. In the cases of newly developed projects outside of the UN Emergency Appeal, their development will be ensured through needs analysis that can be done at level of TWGs. Such projects should be aligned to the “UN Emergency Appeal for Response to Covid-19 and its Impacts” priority areas. The SC and the TWG will be supported by the Secretariat in the identification of priorities and needs.

Two project submission processes are foreseen: Direct submission and Call for proposals.

1. Direct submission of projects: Based on SC directives, prioritizations and consultations, the Implementing Agencies may be directly invited to present project proposals to the Secretariat.
2. Calls for proposals: The Secretariat, based on EWSC’s decisions, will request implementing entities to submit project proposals. The call will specify the requirements for submitting a proposal.

Prior to the Project Development, the implementing agencies will present a concept note to the relevant TWG through the Secretariat for validation. This is to ensure that prior to developing the full-fledged project proposal it is aligned to the relevant strategy and priorities and is within the funding range set by the EWSC for the respective Thematic Area.

The design of the projects will be the responsibility of the Implementing Agencies. The design of projects or programs shall be consistent with the programmatic parameters established in the Emergency Window Strategic Framework. The minimum requirement for project proposals should be: the key expected results and indicators, activities, indicative budget, a risk analysis, proposed implementing partners and geographical scope.

###

### 6.1.2. Review of Projects

The Secretariat with the support of relevant thematic area specialists will conduct an assessment of the project proposals.

The assessment is divided in 2 reviews:

1. Secretariat Review

This review will ensure the administrative completeness of the submission and will be done within one day of the receipt of the proposal. The administrative review includes: (i) format, (ii) supporting documents, (iii) budget, and (iv) general value for money assessment.

1. TWG Review

Proposals are then transmitted by the Secretariat to the relevant TWG for a technical assessment. The TAWG conducts the program-related quality control of the proposal and ensures alignment, coordination and prioritization of the intervention in the relevant Thematic Area, including gender equality and environmental management. The review completed within 48 hours ensures that programs that are subject to the approval of the SC are aligned to priorities and needs of the relevant strategies, coordinated with existent and foreseen activities, and developed in consultation with relevant actors.

The Secretariat shall send the consolidated package of all submitted proposals to the SC within three working days of submission and 48 hours prior to the date of the scheduled meeting.

### 6.1.3. Project approval and funds transfer

*Project approval*

Once the review is finalised by the Secretariat through the technical review conducted by the TAWG, project documents will be submitted to the SC for approval. The SC will approve the funds’ allocations based on the review package received from the Secretariat. The reviewing process will not go beyond one week from the reception of the project proposal. The SC will take into account all the proposals and will select these based on their alignment with the Fund’s Strategic Framework, available funding, complementarity of the intervention with other ongoing or foreseen actions and level of involvement of concerned actors. The Cross-cutting criteria will also be taken into account.

Programs or projects approved with recommendations do not require submitting a proposal again. The Secretariat shall ensure that the implementing entity incorporates the recommendations of the SC, before requesting the MPTFO to transfer funds to the Participating UN Organization.

The SC decisions are recorded in its minutes of meeting, which are consolidated by the Secretariat and shared electronically.

*Funds transfer*

The Secretariat shall request the transfer of funds to the AA by submitting a Funds Transfer Request (FTR) form for the budget allocations approved by the SC. The MPTFO will carry out transfers approved by the SC to implementing entities no later than five working days after the receipt of the FTR. Upon completion of the transfer, the representative of the receiving organization and the Secretariat will be notified through electronic mail.

# **Risk management**

The final objective of a risk management strategy at the Fund level is facilitating the achievement of program-related objectives of its interventions in the context of the risk in which it operates.

The Technical Secretariat will develop a risk management strategy whose main objectives are: accelerate Fund implementation and increase its impact, ensure that the Fund's interventions meet the "Do no harm" principles, verify that resources are used for foreseen purposes and improve risk management capacity of national institutions.

The Fund's risk management strategy will encompass the following tasks:

* Develop shared understanding of risks faced by the Fund;
* Define risk appetite or tolerance of the Fund (Fund's risk profile);
* Establish the Fund's policies regarding identified risks (Fund's risk policies).
* Identify or clarify potential compensation from risk taking and seek consensus among stakeholders regarding its management;
* Determine risk treatment through measures of mitigation or adaptation;
* Identify risk holders, control its spreading and define follow-up measures;
* Establish information strategies and common messages about the risks.

Every program or project approved by the Fund shall comply with the risk management strategy. The fulfillment of such strategy will be one of the selection criteria during the process of project evaluation.

# **Monitoring, evaluation and report**

## 8.1 Monitoring

The Secretariat is responsible for the continuous monitoring and evaluation of programmes, providing guidance to implementing partners on performance indicators and methods of data collection and analysis. The Secretariat consolidates programme-level information in a central, results-based management system. Performance data is gathered at outcome and output levels, linking program-related and financial result indicators so evaluators can measure the Fund efficiency and effectiveness.

Output level

Output indicators are specific to each programme and reflect changes in skills and abilities, or the new products and services that can be sourced with resources provided by the Fund. Evaluating performance against each output indicator involves takes external factors into account alongside pre-identified assumptions and risks. Implementing organizations are responsible for meeting the first level of results, collecting data, and reporting process/findings.

Outcome level

Signature outcome indicators are defined in the Result Framework. Implementing partners are obligated to report against selected outcome indicators. The evaluation of performance indicators take external factors into account, as well as previously identified assumptions and risks in each theory of change. Gathering data is a mandatory element to be reflected in every annual report drafted by implementing partners.

## 8.2 Evaluation

External evaluations are required to assess programme performance and at the mid-term and, if necessary, around the time of programme closure. Evaluations are used to analyze programme performance and demonstrate the validity of theories of change. The Fund’s mid-term and final (independent) evaluations will be commissioned by the Steering Committee to assess overall Fund performance, design and management. In the evaluation specific recommendations may be provided to the Steering Committee to guide revisions to the theory of change, governance arrangements, and/or project approval cycle.

## 8.3 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 reports

The Participating UN Organizations will present the following reports to the Secretariat for consolidation and further transmission the Administrative Agent:

1. Annual narrative reports to be provided no more than three months (March 31st) after the end of the calendar year;
2. Final narrative reports after the end of activities contained in the program-related approved document, including the final year of such activities, to be submitted no more than four months (April 30th) in the following year after the financial closure of the Fund.

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 Reports

The Participating UN Organizations will present the following financial statements and reports to the Administrative Agent:

1. Annual financial statements and reports to December 31st, regarding released resources by the Fund to them; these shall be provided no more than four months (April 30th) after the ending of the calendar year;
2. Final certified financial statements and financial reports after the completion of activities contained in the program-related approved document, including the final year of such activities, to be submitted no more than six months (June 30th) in the following year after the financial closure of the Fund.

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

# **Accountability and transparency**

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

## 9.1 Accountability

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

For each project or program approved for funding, each implementing entity 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 2007.

## 9.2. 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. Once established, the Fund will have a separate page in the Gateway portal which will allow 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 will ensure that the Fund's operations are posted on the Gateway portal. From its side, each implementing entity will take 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.

# **Amendments, duration and termination**

The present Terms of Reference may be modified at any time by the Steering Committee.

The UN Uganda MPTF Fund was established upon signing of the Memorandum of Understanding and will terminate upon completion of all programmes funded through the Fund and after satisfaction of all commitments and liabilities. This fund will have the same duration as the following UNSDCF cycle that runs until the end of 2025.

The last date to transfer funds to Participating Organizations will be 31 December of the penultimate year of the programmatic cycle (i.e., 31 December 2024). Completion of all operational activities will be 31 December of the end year of the programme (i.e., 31 December 2025). The dissemination of the final narrative report will be 30 June of the year following the operational closure of the programme.

**Annex 1: Emergency window results matrix**