



United Nations Capital Development Fund  
 PREPARATORY ASSISTANCE DOCUMENT  
 Global Programme



Programme Title: UNITLIFE operationalization and scale-up

Implementing Partner: UNCDF (DIM)

Start Date: June 2019

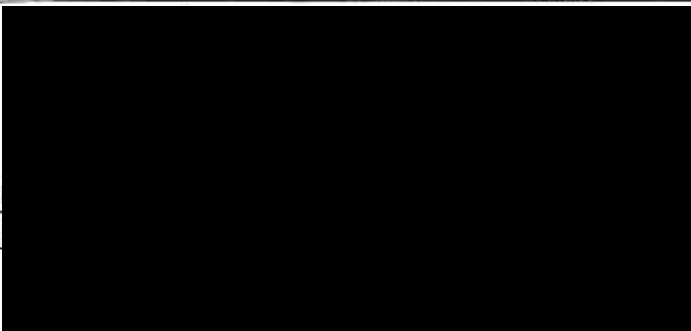
End Date: May 2022

PAC Meeting date:

Brief Description
<p>UNITLIFE is an innovative financing instrument hosted by the United Nations dedicated to the fight against chronic childhood malnutrition (stunting) in two priority areas: (1) reducing child stunting and other immediate effects of malnutrition; and (2) closing the gender gap in climate-smart agriculture. UNITLIFE plans to introduce an innovative financing approaches and instruments including, but not limited to developing a voluntary micro-donations platforms for payment transactions, leveraging sports events and star power to drive social giving, and devising creative donation matching and revenue-sharing schemes with private partners. The funds raised through these instruments will be directly channeled to funding in high impact projects addressing the immediate effects and root causes of chronic malnutrition. Recognizing UNCDF's expertise in development impact investments and partnerships in digital and traditional financial partners in both the public and private sector, UNCDF has been requested to host the Secretariat function of UNITLIFE in its initial phase of three years. This project document articulates the services to be provided by UNITLIFE Secretariat in this initial phase to operationalize the fund by establishing its governance and advisory structures, managing the launch of its first programme funding cycles, and scaling up the instrument by broadening its partnerships, financing and funding.</p>

Contributing Outcome (UNCDF Strategic Framework Outcomes and/or UNDAF):  UNCDF Outcome 2: Unlocked public and private finance for the poor  Relevant SDGs: SDGs 1, 2, 3, 5, and 17 Gender Marker: GEN02	Total resources required:	\$ 3,706,480		
	Total resources allocated:	Total resources allocated:	\$ 2,500,000	
		Regular:		
		Donor:		
		Donor:		
		Gov:		
	In-Kind:			
	Unfunded:	\$ 1,206,480		

Agreed by (signatures):

UNCDF


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	President of the UNITLIFE Executive Board
	Secretary General on
	

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## ACRONYMS

- **AA:** Administrative Agent
- **CSA:** Climate Smart Agriculture
- **ExComm:** Executive Committee
- **GEWE:** Gender Equality and Women's Empowerment
- **MCH:** Maternal and Child Health
- **MOU:** Memorandum of Understanding
- **MPTFO:** Multi-Partner Trust Fund Office
- **RUNO:** Recipient UN Organizations
- **SAA:** Standard Administrative Agreement
- **SDGs:** Sustainable Development Objectives
- **SOP:** Standard Operating Procedure
- **SRH:** Sexual and Reproductive Health
- **TOR:** Terms of Reference
- **UN:** United Nations
- **UNCDF:** United Nations Capital Development Fund
- **UN Women:** United Nations Entity for Gender Equality and the Empowerment of Women

## I. DEVELOPMENT CHALLENGE

**UNITLIFE is an instrument hosted by the United Nations, with UNCDF serving as the Secretariat, dedicated to the fight against chronic childhood malnutrition, which results in stunting.** As such, its mission is carried out within the framework of the Sustainable Development Goals (SDGs) and aims to deliver practical solutions in the fight against this silent and widespread pandemic.

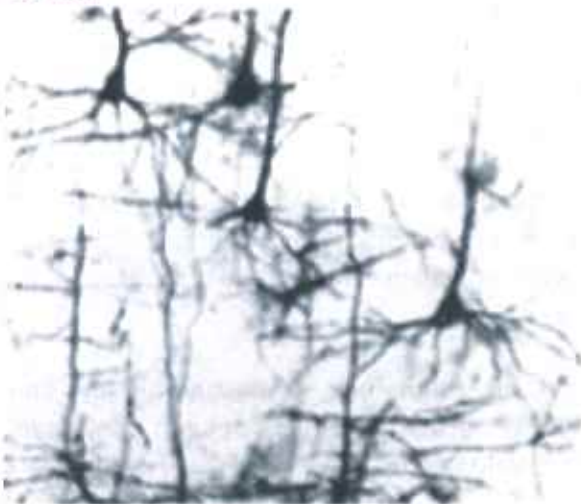
In contrast to acute malnutrition, a widely publicized illness, chronic malnutrition is one of the most common diseases affecting children globally, but the least known and therefore the least funded. Compared to acute malnutrition, which leads to rapid weight loss or a failure to gain weight normally, chronic malnutrition is much less visible, and receives less media attention than famines or starvation. Nevertheless, its effects on childhood development is largely irreversible, and have much broader societal consequences.

Approximately **35% of children under 5 are affected by stunting worldwide**, particularly in Africa and Asia. Inadequate access to micronutrients and essential vitamins during a child's early development can lead to serious and permanent brain alterations, **which negatively impact physical and mental development, as well as the wellbeing of their families and economic development of their countries.** This represents one of the major scourges of humanity.

Children impacted by chronic malnutrition in their first 1,000 days of life are likely to develop **30% fewer neural connections**, resulting in impaired brain capacity and a diminished aptitude for learning – ultimately cutting short a child's capacity to reach their full potential before their life has even properly begun (see Figure 1).

**Figure 1. Effect of chronic malnutrition on cerebral development**

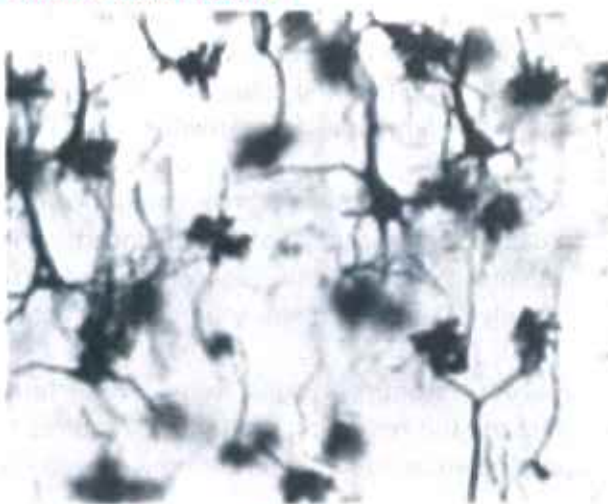
**Normal**



**Typical brain cells**

**Extensive neural pathways**

**Chronic malnutrition**



**Weakened brain cells**

**Limited, shorter and irregular neural pathways**

Moreover, interventions to reduce stunting are among the most cost-beneficial in development, with highly competitive cost-benefit ratios. In an analysis across 40 countries, the median cost-

benefit ratio of scaling up chronic nutrition specific interventions was 16, meaning that every dollar invested in stunting reduction yielded around 16 dollars in productivity gains.

Currently, investments in nutrition are minimal compared to the scale of the problem. Decades of underinvestment have led to slow and uneven progress against chronic malnutrition. Reducing stunting will require specific and targeted interventions that address the causes of chronic malnutrition. On 12 December 2017, world leaders gathered at the One Planet Summit to underscore the need for a rapid deployment of public and private finance in both developed and developing countries to strengthen sustainable development and assist nations towards achieving their national climate action plans. UNITLIFE is one of the milestone outcomes achieved at the summit, aiming to galvanize new global, regional and national level public-private partnerships to generate additional innovative financing for 2030 Sustainable Development Goals.

**UNITLIFE is an innovative financing instrument leveraging global solidarity at the citizen level to address chronic malnutrition.** UNITLIFE will be dedicated to filling this gap in funding by supporting projects that specifically target the causes and effects of chronic malnutrition, accelerating progress against malnutrition at scale.

With the adoption of the Sustainable Development Goals (SDGs), the case for investing in nutrition has never been greater. Good nutrition drives economic progress, development and the sustainable development of human capacities. The benefits of good nutrition have a ripple effect across generations, sustaining positive outcomes at all levels of society – from the livelihoods of communities to the development goals of nations.

The root causes of chronic malnutrition are complex and contributing factors include maternal undernutrition, disease, inadequate sanitation, insufficient supply of high-quality and diverse food, unequal access to information on nutrition, feeding, caregiving practices, and lack of access to health care services. In the absence of targeted interventions, the prevalence of chronic malnutrition is likely to worsen in the coming years. The Food and Agriculture Organization of the United Nations (FAO) estimates that by 2050, food production must increase by 60% in order to meet the demands of the growing world population.

Furthermore, climate change could increase stunting by 30 to 50 percent by 2050 (Lloyd et al., 2011). Climate change affects malnutrition in a myriad of ways; it reduces agricultural yields and the nutritional value of staple crops, and increases the prevalence and spread of diseases, both are closely linked with malnutrition in poor communities.

Because stunting results from several household, environmental, socioeconomic and cultural factors, the reduction of stunting requires that direct nutrition interventions are integrated and implemented in tandem with broader sustainable development interventions.

A common thread across these factors is the key role that women play as agents of change in the fight against chronic malnutrition. Therefore, addressing the root causes of gender inequality and promoting women's empowerment, will help to reduce barriers and improve women's capacities to address the impacts of malnutrition.

Gender inequality can affect maternal nutritional and health status before, during, and after pregnancy, influencing a child's early growth and development. Practices that can lead to undernutrition in children include early age of marriage/conception, poor secondary education, domestic violence, inadequate decision-making power, and poor control over resources. Gender inequality in access to land and other forms of property, financial services and information also affects women's income generation capacity. Women account for 70% of the farmers in regions with high prevalence of chronic malnutrition. Closing the gender gap in agriculture in access to productive resources is a particularly effective strategy to combat chronic malnutrition.

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## II. STRATEGY

In its initial phase, **UNITLIFE will focus on supporting programming in two key areas: addressing childhood stunting and addressing the gender gap in climate-smart agriculture** (the full theory of change for UNITLIFE is given in Annex 3).

### **Priority Intervention 1: Child stunting and other immediate effects of malnutrition are addressed**

UNITLIFE will support the increased availability and quality of programs strengthening the capacity of government, non-governmental actors and development partners to provide treatments for stunting and other immediate effects of malnutrition.

This will include direct support for nutrition-specific intervention on pregnant women and women with young children such as: antenatal micronutrient supplementation (over half a billion of women of reproductive age and pregnant women remain anaemic every year); counselling for mothers and caregivers on infant and children nutrition and hygiene practices (for example demonstrating the impact that breastfeeding can have on stunting through the reduction of diarrheal incidence); balanced energy-protein supplementation for pregnant women (reduced by a third the risk of low birthweight); and intermittent presumptive treatment of malaria in pregnancy in malaria endemic regions.

In addition, UNITLIFE will support interventions for children between age 0-2, including vitamin supplements for children, prophylactic zinc supplements and public provision of complementary food for children (that can reduce stunting by 2/3 in food-insecure populations).

Both categories of interventions will improve the food intake and health outcomes for children, pregnant women, and lactating mothers, which will in turn decrease child stunting incidences and other immediate effects of malnutrition.

### **Priority Intervention 2: Gender gap in climate-smart agriculture is closed**

On average, women farmers comprise 43% of the agricultural workforce and produce 60 to 80 percent of food crops in poorer parts of the world, yet they often lack equal access to land and productive resources. As the world's population continues to grow – reaching a projected 9.7 billion by 2050 – agricultural production will need to rise by 60% to meet the increase in demand. Studies have shown that women farmers could increase their agricultural productivity by 20-30% if given equal access to land and productive resources in Sub-Saharan Africa.

Furthermore, when agricultural plots produce well, there is less pressure to deforest for additional ground, and where regenerative practices replace chemical-intensive ones, soil becomes a carbon storehouse. As a result, by closing the gender gap in agriculture, deforestation can be avoided, saving an estimated 2.06 gigatons of emissions.

Moreover, evidence has shown that when women earn more, they tend to invest greater share of their earning into education, health, and nutrition for their families and communities. Therefore, closing the gender gap in land and other productive resources can provide a “triple dividend”: gender equality, food security, and climate management.



UNITLIFE will support the increase of women's access to land and productive resources. This will improve the agricultural productivity, revenue and decision-making authority of women farmers, which will in turn improve their capacity to positively impact the nutritional status of children, pregnant and lactating women.

### *UNITLIFE and the Sustainable Development Goals (SDGs)*

**UNITLIFE's focus on its 2 priority intervention areas will enable it to directly contribute to 10 of the 17 Sustainable Development Goals and 35 of the 169 SDG targets.** UNITLIFE will directly contribute to SDG 1 (poverty), SDG 2 (food security), SDG 3 (health), SDG 4 (education), SDG 5 (gender equality), SDG 6 (water and sanitation) and SDG 10 (reduced inequality) by supporting programmes that aim to improve childhood nutrition and women farmers' increased earnings, which will contribute to reduced poverty and hunger, improved access to health and sanitation, enhanced cognitive capacity and school performance, and the advancement of women's empowerment. But it will also have a significant impact on SDG 8 (inclusive and sustainable growth), SDG 13 (climate change) and SDG 16 (peace and security). As a woman farmer who can feed, educate and clothe her children has a better capacity to ensure that they do not join a violent extremist group (UN Women, 2018). In addition, UNITLIFE will also indirectly support SDG 17 (global partnerships) by forming new partnerships between public and private partners and citizens at large to establish and operationalize an innovative financing mechanism to tackle the global challenge of chronic malnutrition.

### *UNITLIFE Innovative Financing*

Achieving the Sustainable Development Goals and addressing global challenges such as chronic malnutrition requires considerable financing. Traditional funding sources (i.e. national budgets, ODA, bilateral aid and multilateral aid) provide an important, but insufficient source of support for this new development agenda. In response to this challenge, various initiatives have been developed to increase and diversify funding sources, including public-private partnerships, pooled funding mechanisms, and others. In addition, there has been an important push to develop and implement innovative development financing, ranging from an international solidarity levy on air tickets, to international financial and currency transaction taxes, debt for development swaps, and other initiatives. Leveraging this experience, **UNITLIFE will adopted innovative fundraising approaches and instruments including voluntary microdonations via payment transfers and innovative matching and crowdsourcing schemes to finance projects addressing the immediate effects and root causes of chronic malnutrition.**

The potential of micro-contributions and their impact has been demonstrated through UNITAID, which has collected \$3 billion to date by adding a \$1 solidarity levy to every air-ticket in 12 countries. This has contributed to the reduction of medication prices for HIV/AIDS, tuberculosis and malaria by more than 60%, thereby saving millions of lives. However, this success has been mitigated by the difficulty of introducing a tax on a global level, however minimal the tax may be. Building on this experience, **UNITLIFE will therefore first pilot voluntary micro or small donation schemes that are driven by global solidarity.**

**Innovative financing drawing on advances in technology and online/digital platforms has tremendous potential to revolutionize public philanthropy and grassroots donations.** There are more than 5 billion bank cards currently in circulation around the world amounting close to \$30 trillion monetary transactions per year. Micro-donations at the time of payment can be a powerful tool to scale up the impact of micro contributions. For example, a 0.001% donation on this volume of transactions would generate a scaled impact of \$300 million per year.

UNITLIFE will pilot micro-donations of \$1 dollar or less in high volume/low added value businesses and small donations of up to \$ 100 in low volume/high added value businesses. Technology solutions allow the separation of donations from the company's sales revenue, which simplifies accountability and facilitates tax deduction while eliminating additional accounting work from participating partners. This streamlines the collection process and ensures that a participating customer's purchasing experience remains uninterrupted.

**Figure 2. Sample customer experience on micro-donation platform**



While piloting micro-donations schemes, the programme will also explore new avenues and creative solutions in innovative financing to make UNILIFE more accessible to the customers and partners. It will explore matching donation or revenue-sharing schemes on certain product lines, develop partnerships with sporting teams, stars and events to leverage their attraction for social giving and engagement, and explore other methods such as crowdsourcing, blockchain fundraising, click-to-donate models. UNILIFE will also leverage emerging technologies and innovations to simplify the transparent transfer of funds from the donor to the implementers and develop a user-friendly digital interface to enhance transparency on the use of funds and develop a connect between the donors and beneficiaries.

#### ***UNITLIFE's comparative advantage in the field of malnutrition***

UNITLIFE addresses a critical funding gap with an innovative source of finance made possible by new digital finance technologies. UNILIFE is the first innovative financing mechanism that is dedicated to the fight against chronic malnutrition, one of the least known, and most underfunded

diseases in the world. It leverages the customer-base of participating enterprises to promote global citizen solidarity for global justice. It incentivizes multi-stakeholder partnerships to address both the immediate effects and root causes of chronic malnutrition in a cost effective and efficiency manner. Digital finance technologies enable UNITLIFE to commit to a high degree of transparency and low transaction costs.

In line with its vocation as a public private partnership instrument, UNITLIFE will not build a separate operational capacity. It will support the most promising efforts and build coalitions to scale up nutrition efforts in the fight against chronic malnutrition. Following in the footsteps of UNITAID, **UNITLIFE will publish a semi-annual open call for proposals, at the global or regional level, to source high impact projects that, in line with its two initial priority interventions, address the root causes and immediate effects of stunting to simultaneously improve nutrition, education, sustainable food production as well as climate change.**

UNITLIFE will act as a passthrough mechanism, enabling it to transfer resources in a highly cost-effective manner to a broad range of multilateral and non-governmental implementing partners. With its Secretariat function hosted by UNCDF, its funds managed by the Multi-Partner Trust Fund Office (MPTFO), and UN Women as permanent member of its Executive Committee on behalf of the United Nations, the fund will be able to benefit from the expertise of UN agencies: UNCDF's expertise in digital finance and development impact investments; MPTFO's track record in transparent management of multi-party trust funds, and; UN Women's expertise in addressing gender gaps in child care, health and climate-smart agriculture.

By using the latest generation of innovative fundraising approaches (e.g. microdonation e-payment application such as AXIS, contactless e-payment terminals with large digital screens, etc.), UNITLIFE's signature features are the absence of cumbersome procedures and total traceability. These two features are critical for an instrument that relies mainly on the collection of micro and small donations from the public. The development of these automated platform will also enable UNITLIFE to maintain transaction costs to a bare minimum by reducing financial intermediation needs between the donor and the beneficiary. It will also enable UNITLIFE to segregate and trace financial flows. The cost of the Secretariat will be kept to 3% after the first programme cycle of 3 years, which will focus on the two priority areas outlined above. The programme will carry out a two-track approach to resource mobilization with the primary track focused on capitalization of UNITLIFE, while the second track will mobilize resources to maintain the governance and management structure. As part of this second track, the programme is committed to seeking grants from public and private foundations and other donors, which will ensure that individual micro-donations will not be used to cover the full secretarial costs for the fund.

### III. RESULTS, RESOURCES AND PARTNERSHIPS

To contribute to and realize the goal and strategy of UNITLIFE, UNCDF will serve as the Secretariat to operationalize and scale up UNITLIFE in its initial phase. To this end, the programme in support of UNITLIFE will focus on the following three outcome areas:

- Outcome 1. UNITLIFE financing instruments are operational and ready for programmatic financing
- Outcome 2. UNITLIFE successfully implemented at least one programme funding cycle
- Outcome 3. UNITLIFE instruments have matured with increased capitalization, well-established structure and diverse partnerships for scale up.

#### *Expected Results*

##### **Outcome 1: UNITLIFE financing instruments are operational and ready for programmatic financing**

- The programme will establish UNITLIFE's governance and operational structure. This includes the establishment and operationalization of the Executive Committee, which planned composition is outlined in the Governance and Management section of this programme document. It also entails electing a chair and drafting and approving its operating procedures;
- The programme will set up and operationalize the UNITLIFE Secretariat, advisory council and advocacy networks. This will include finalizing the secretariat's organizational structure and recruitment of necessary and competent staff, complete necessary hosting arrangements, and set up the secretariat office. It will also involve setting up the advisory council and other advocacy networks, including champions, to advise and advocate for UNITLIFE's work;
- The programme will draft and finalize the fund's management and technical instruments, which includes development of UNITLIFE standard operations manual, development of its risk management solutions, regulatory instruments and monitoring and evaluation frameworks as well as communication and outreach materials;
- The programme will test and set up the innovative fundraising instruments such as the micro-donation platform for UNITLIFE by finalizing SAAs with participating private sector partners and MPTFO, deploy the platform via the private partners, implement an outreach strategy for fund collection and transfer of funds to pilot projects for testing.

##### **Outcome 2: UNITLIFE successfully implemented at least one programme funding cycle**

- The programme will capitalize the UNITLIFE fund by primarily mobilizing funds from private and public foundations and via operationalization of the micro-donation platform from citizens. It will also transfer the donations to the MPTFO trust fund for management;
- The programme will carry the first-round of the programme funding cycle with guidance and approval by the ExComm. This includes the development of the programme funding plan for the first cycle of UNITLIFE, launch of the call for proposals, screening of the proposals in accordance to the funding priorities and guidance from the ExComm, and approval of the proposals and completion of MOUs with approved organizations and agencies for programme funding;
- The programme will complete the transfer of funds to the recipient organizations/agencies and carry out monitoring of the performance and impact of the fund supported activities. It will ensure and manage risks during and after the fund transfer by operationalizing its risk

management tools, monitor performance and impact based on the results framework, review implementing organizations' progress reports, and develop and publish an aggregated impact report on UNITLIFE's finance and development impact.

**Outcome 3: UNITLIFE instruments have matured with increased capitalization, well-established structure and diverse partnerships for scale up**

- The programme will facilitate the full capitalization of the UNITLIFE fund by broadening its partnership, signing new SAA agreements and deploying the other innovative fundraising schemes to new sectors and scales;
- The programme will keep UNITLIFE's technical solutions and strategies up-to-date. This involves improving and diversifying its fundraising solutions, exploring innovative solutions for social giving (e.g. blockchain, internet of things) as necessary. It will also review its resource mobilization and allocation strategy by the track record and assessments of its micro-donation system and funding strategy.

**Resources Required to Achieve the Expected Results**

- The indicative operational budget is calculated based on an estimated size of the funds mobilized by UNITLIFE of \$20 million. The operational budget will increase once the size of the fund increases beyond \$20 million in an incremental manner i.e. \$20 million - \$50 million, \$50 million - \$100 million and \$100 million and above. Based on the above incremental fund levels, when applicable, a revised cost structure will be presented to the Executive Committee for review and approval.
- For the initial estimated fund size of \$20 million the programme will require a budget of US\$ 3.9 million to effectively carry out and achieve the outcomes outlined above in relation to establishing the governance and management structures of the UNITLIFE, facilitating the capitalization of the fund via the partnerships and platforms, and ensuring its scale-up in the initial 3-year period. This programme budget only includes resources related to setting up the governance, management and secretariat function of UNITLIFE and does not entail the actual funding portion, which funds will be managed by MPTFO. The breakdown of this budget is provided in Figure 3.

**Figure 3. Planned Operational Budget for UNITLIFE for delivery of up to \$20 million (by cost category<sup>1</sup>)**

Operational Budget						
	Year 1 <sup>2</sup>		Year 2		Year 3	
<b>Staffing and Operation support</b>	Programme Manager	\$ 250,000	Programme Manager	\$ 250,000	Programme Manager	\$ 250,000
	Partnership Officer	\$ 147,000	Partnership Officer	\$ 210,000	Partnership Officer	\$ 210,000
	Portfolio Officer	\$ 147,000	Portfolio Officer	\$ 210,000	Portfolio Officer	\$ 210,000
	Operation support officer	\$ 65,000	Operation support officer	\$ 130,000	Operation support officer	\$ 130,000
	Travel/ meetings	\$ 30,000	Travel/ meetings	\$ 50,000	Travel/ meetings	\$ 50,000

<sup>1</sup> The budget by outputs is reflected in Annex 6.

<sup>2</sup> Refers to first 12 months of operation.

	Premises & Equipments	\$ 35,000	Premises	\$ 0,000	Premises	\$ 50,000
	Representational Support	\$ 70,000	Representational Support	\$ 70,000	M&E	\$ 50,000
	Direct implementation costs	\$ 30,000	Direct implementation costs	\$ 30,000	Representational Support	\$ 50,000
Consultants		\$ 80,000		\$ 80,000	Direct implementation costs	\$ 30,000
Digital transparency platform		\$ 50,000				\$ 80,000
Communication , including official launch		\$ 150,000		\$ 120,000		\$ 100,000
<b>Direct cost</b>	<b>Sub-total</b>	<b>\$ 1,054,000</b>	<b>Sub-total</b>	<b>\$ 1,200,000</b>	<b>Sub-total</b>	<b>\$ 1,210,000</b>
<b>Indirect support cost 7% (GMS) *</b>		<b>\$ 73,780</b>		<b>\$ 84,000</b>		<b>\$ 84,700</b>
<b>Yearly Total</b>		<b>\$ 1,127,780</b>		<b>\$ 1,284,000</b>		<b>\$ 1,294,700</b>
<b>Total</b>				<b>\$ 3,706,480</b>		

- As for the programme funding, the fund plans to mobilize some \$50 million by year 3 of operationalization through commitments from foundations and via the innovative fundraising platform. Among the \$50 million, it plans to expend over 95% of the mobilized resources by allocation to the selected proposed projects. See Figure 4:

**Figure 4. UNITLIFE fund capitalization and delivery plan**

Expected UNITLIFE fund capitalization			
	Year 1	Year 2	Year 3
Foundations	\$ 1,500,000	\$ 2,000,000	\$ 10,000,000
Innovative fundraising	\$ 250,000	\$ 8,000,000	\$ 40,000,000
<b>Sub-total</b>	<b>\$ 1,750,000</b>	<b>\$ 10,000,000</b>	<b>\$ 50,000,000</b>
Programmatic Budget (to be delivered through a Call for Proposals)			
	Year 1	Year 2	Year 3
Implementing Organizations	\$ 585,760	\$ 8,697,520	\$ 48,563,600

### Risks and Assumptions

UNITLIFE identifies, mitigates and monitors risks through its grant-management system, through engagement with its partners and through its understanding of the global nutrition landscape. The risk matrix heat map below indicates that out of the 10 risks identified, only 2 are in the high-risk category, 6 are in the moderate risk category, and none are in the severe category. For the details of UNITLIFE risk matrix please refer to Annex 2.

		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Severe (4)	Critical (5)
Likelihood	Very likely (5)					
	Likely (4)		XX			
	Moderately likely (3)			X	X	X
	Unlikely (2)					XX
	Very unlikely (1)			X	XX	

### **Partnership and Stakeholder Engagement**

#### **Governance and management partners/stakeholders:**

- The partnership and stakeholder engagement are essential to ensure the success of UNITLIFE, which relies on partnerships in terms of governance, management, resource mobilization and implementation. The primary stakeholders of UNITLIFE will be recruited as members of the governance and management support structures of UNITLIFE through its Executive Committee and Advisory Council. This will include both international, national, and private entities as well as high-profile experts that can provide technical advice, networks and advocacy on behalf of UNITLIFE. The detailed compositions of such structures are provided in section VIII Governance and Management Arrangements;

#### **Public and private enterprise partners:**

- UNITLIFE will reach out and engage with a broad range of public and private enterprises and foundations as an innovative public and private partnership. Partnerships with private and public enterprises will enable the fund to reach out to their customer-base and also be actively involved in the communication strategy for UNITLIFE. While the fund will provide a common set of information materials to partners, each participating enterprise will be able to customize the overall messaging to the specific requirements of its customer base. This will optimize the impact of UNITLIFE's communication efforts while enabling participating enterprises to align contributions to their brand values;
- In addition, some CEOs from participating enterprises might volunteer their time as UNITLIFE Champions. UNITLIFE Champions will have very high reputations for strong ethical practices, demonstrate global excellence in their field of business, offer a global reach through broad information distribution channels, and establish strong commitments towards the causes of UNITLIFE, specifically on addressing the immediate causes and effects of stunting as well as closing the gender gap in agriculture. Using their platforms and networks, the Champions will enable UNITLIFE to broaden its range of private sector partners and promote programs that will make a sustainable impact in reducing chronic malnutrition around the world;

#### **Implementing organizations (investees)**

- The Fund will be implemented by UN organizations/agencies and non-UN entities (non-profit organizations only). Non-UN organizations refers to all non-profit organizations with a legal

existence in any country. Non-profit organizations with a total annual budget of less than US\$1 million cannot be contracted as an Implementing Organization, with exception of the small grants window. Smaller organization may also access the funds as a sub-contractor through an organization that fits the criteria.

- Each Implementing Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Fund Administrator, which is MPTFO. Each Implementing 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 Implementing Organization in accordance with its own regulations, rules, directives and procedures. Implementing Organizations are referred to as Recipient Organizations where relevant in this Project Document.
- Each Implementing 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 implementing 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 Executive Committee. The implementing organizations are expected to be proactive in reporting those risks to the Fund Administrator and the Secretariat.

#### ***South-South and Triangular Cooperation (SSC/TrC) and Knowledge***

- The programme will contribute to south-south and triangular cooperation and knowledge creation in areas of tackling chronic malnutrition by documenting and sharing best practices and lessons from its supported implementation projects. It will also help build a network between the practitioners and advocates. The programme will utilize both traditional and non-traditional mediums to distribute and communicate with the expert communities, relevant stakeholder groups and the public at large on its impact and experience, with an emphasis on SSC/TrC.

#### ***Maturity Model: Ensuring Sustainability and Scaling Up***

- The programme will ensure sustainability and scale up of the UNITLIFE fund and its instruments by diversifying its partnership, updating its technical solutions and instruments and implementing an iterative process of programme management by actively incorporating lessons learned based on concrete data and evidence. These steps to ensure maturity and sustainability of the approach have been incorporated into Outcome 3 of the programme's results structure, reflecting the programme's dedication and focus on reaching maturity and scale up of the fund.



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#### IV. PROGRAMME MANAGEMENT

The Secretariat function is hosted by UNCDF and is physically located in Paris. It supports the Executive Committee and facilitates the overall operation of the Fund. The Secretariat holds both technical and operational expertise.

The primary roles of the Secretariat are to operationalize the fund by establishing its governance, operation and digital structures, scale it up by enrolling participating enterprises; and manage the approval of initiative/project/programme proposals in accordance with the programme funding plans and the allocation envelopes as agreed by the Executive Committee. The Secretariat guarantees that successful proposals have been developed in accordance with agreed-upon programme submission guidelines and criteria specified in the Standard Operations Manual. The Secretariat, once staffed, will develop the investment strategy, call for proposal guidelines, quality assurance tools, monitoring and evaluation frameworks, based on guidance provided by the Executive Committee to ensure the successful operationalization of the Fund. Details of the actions required by the Secretariat function and its anticipated sequence are specified in Appendix 5. Programme Gantt.

The Secretariat is responsible for the following:

- Enrolling participating (private sector) enterprises and foundations
- Preparing UNITLIFE funding Plans;
- Developing and test UNITLIFE's digital architecture
- Preparing the Standard Operations Manual;
- Managing the proposal submission and selection process;
- Providing guidance to applicants on proposal development;
- Managing the online dedicated management platform for decision making;
- Organizing call for proposals and screen proposals in accordance with the funding priorities and allocations set by the Executive Committee;
- Supporting the monitoring and evaluation of programme implementation;
- Ensuring sharing of knowledge and lessons learned through dedicated technical support;
- Ensuring efficient and effective logistical and secretarial support to the Executive Committee. This includes inter alia; planning and preparing meetings, ensuring records of decisions through meeting minutes, and supporting the nomination and election of members and the President;
- Managing and support communication, public information and visibility;
- Consolidating the narrative reports submitted by Recipient Organizations;
- Supporting coordination efforts with any relevant global initiatives to avoid overlap or duplication.

In the initial phase, the Secretariat is planned to be consisted of 1 Programme Manager and 3 Programme officers as below:



The recruitment process will depend on budget and priority of staffing needs as appropriate. The Programme Manager will be reporting directly to UNCDF. The organization will also provide back-office operations support in the initial phase to the Secretariat as needed.

The budget required to perform the tasks and functions of the Secretariat are agreed and approved annually by the Executive Committee and charged to the Fund account as direct costs. After a start-up period of three years, these charges should not exceed three percent of the overall capitalization of the Fund.<sup>3</sup>

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<sup>3</sup> Direct costs can be higher during the first years of operation while the Fund is reaching its targeted annual capitalization level.

## V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNCDF Strategic Framework: UNCDF Outcome 2: Unlocked public and private finance for the poor								
Programme title and Atlas Programme Number: UNITLIFE operationalization and scale-up								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
<b>Outcome 1: UNITLIFE financing instruments are operational and ready for programmatic financing</b>								
<b>Output 1.1</b> UNITLIFE governance and operational structures are established and operational	1.1.1 Established UNITLIFE ExComm with developed and approved operating procedures (Y/N)	ExComm minutes	N/A	2019	Yes	Yes	Yes	Finalized by Year 1; Programme manager
	1.1.2 Number of Excomm sessions held per year (at least once annually)	ExComm minutes	N/A	2019	1	1	1	Annually; Operations officer
<b>Output 1.2</b> UNITLIFE management and technical structures are established and operational	1.2.1 Set up and operationalized UNITLIFE Secretariat with adequate resources and staff (Y/N)	Secretariat	N/A	2019	Yes	Yes	Yes	Finalized by Year 1; Operations officer
	1.2.2 Number of UNITLIFE advisory council held per year (at least once annually)	Advisory Council minutes	N/A	2019	1	1	1	Annually; Partnership officer
	1.2.3 Developed and approved UNITLIFE SOPs, risk management solutions, M&E framework, communication and outreach strategies (Y/Partial/N)	Secretariat	N/A	2019	Partial	Yes	Yes	Finalized by Year 2; Programme manager
<b>Output 1.3</b> The innovative fundraising instrument and micro-donation platformed are tested and finalized	1.3.1 Number of SAA finalized with participating private sector partners for resource mobilization and participation in the micro-donation platform	Secretariat	N/A	2019	1	3	6	Semi-annually; Partnership officer
	1.3.2 Pilot transfer of funds to two pilot projects completed (Y/N)	MPTFO	N/A	2019	Yes	Yes	Yes	Finalized by Year 1-2; Portfolio officer
<b>Outcome 2: UNITLIFE successfully implemented at least one programme funding cycle</b>								

<b>Output 2.1</b> UNITLIFE funds capitalized for operations from public/private foundations and micro-donations	2.1.1 US\$ of funds mobilized from public/private foundations	MPTFO	N/A	2019	\$1.5m	\$2m	\$10m	Quarterly; Partnership officer
	2.1.2 US\$ of funds mobilized from micro donations	MPTFO	N/A	2019	\$0.2m	\$8m	\$40m	Quarterly; Partnership officer
<b>Output 2.2</b> First round of UNITLIFE programme funding cycle completed based on guidance and approval from ExComm	2.2.1 Developed programme funding plan and launched call for proposal for first round of programme funding (Y/N)	Secretariat	N/A	2019	No	Yes	Yes	Finalized by Year 2; Portfolio officer
	2.2.2 Number of projects approved by ExComm for first round of programme funding	Secretariat	N/A	2019	2 pilots	At least 5 projects	At least 10 projects	Quarterly; Portfolio officer
	2.2.3 US\$ of funds allocated to selected projects	MPTFO	N/A	2019	\$0.5m	\$7m	\$45m	Quarterly; Portfolio officer
<b>Output 2.3</b> Carried out active monitoring of performance and impact of selected funded projects	2.3.1 Number of progress reports received and reviewed	Secretariat	N/A	2019	N/A	2	5	Semi-annual; Portfolio officer
	2.3.2 UNITLIFE annual narrative and financial reports published on operation and impact (Y/N)	Secretariat	N/A	2019	Yes	Yes	Yes	Annual; Programme manager
<b>Outcome 3: UNITLIFE instruments matured with increased capitalization, well-established structure and diverse partnerships for scale up</b>								
<b>Output 3.1</b> UNITLIFE recognition, and partnerships enhanced to ensure full capitalization and maturity	3.1.1 Number of high-level advocacy events (e.g. G7, Davos) organized to promote UNITLIFE	Secretariat	N/A	2019	1	1	1	Annual; Programme manager
	3.1.2 Diversification of partners in terms of sector and country	Secretariat	N/A	2019	1 country 1 sector	2 countries 2 sectors	3 countries 3 sectors	Semi-annual; Partnership officer
	3.1.3 Level of satisfaction from implementing partnerships with the programme funding cycle	Partnership survey	N/A	2019	N/A	70% satisfied or higher	80% satisfied or higher	Annually after grant making; Partnership officer
	3.1.3 Level of satisfaction with UNITLIFE as innovative financing mechanism from	Partnership survey	N/A	2019	N/A	N/A	80% satisfied or higher	Once in Year 3; Partnership officer

	major donor and micro-donation partners							
Output 3.2 UNITLIFE fundraising solutions and instruments are updated to ensure efficiency	3.2.1 Number of upgrades on micro-donation platforms completed	Secretariat	N/A	2019	N/A	1	1	Annual; Partnership officer
	3.2.2 Lessons learned documents in appropriate forms (e.g. annual report, policy briefs) and reported to ExComm (Y/N)	ExComm minutes; Publications	N/A	2019	N/A	Yes	Yes	Annual; Programme manager

## VI. MONITORING AND EVALUATION

In accordance with UNDP/UNCDF's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Semi-annually	Slower than expected progress will be addressed by programme management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per Social and Environmental Standards. Audits will be conducted in accordance with UNCDF's audit policy to manage financial risk.	Quarterly	Risks are identified by programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other programmes and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.		
<b>Annual Programme Quality Assurance</b>	The quality of the programme will be assessed against UNCDF's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.		
<b>Programme Report</b>	A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the programme (final report)			
<b>Programme Review (Executive Board)</b>	The programme's governance mechanism (i.e., Executive Committee) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Executive Committee shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the programme board and management actions agreed to address the issues identified.		

**VII. MULTI-YEAR WORK PLAN**

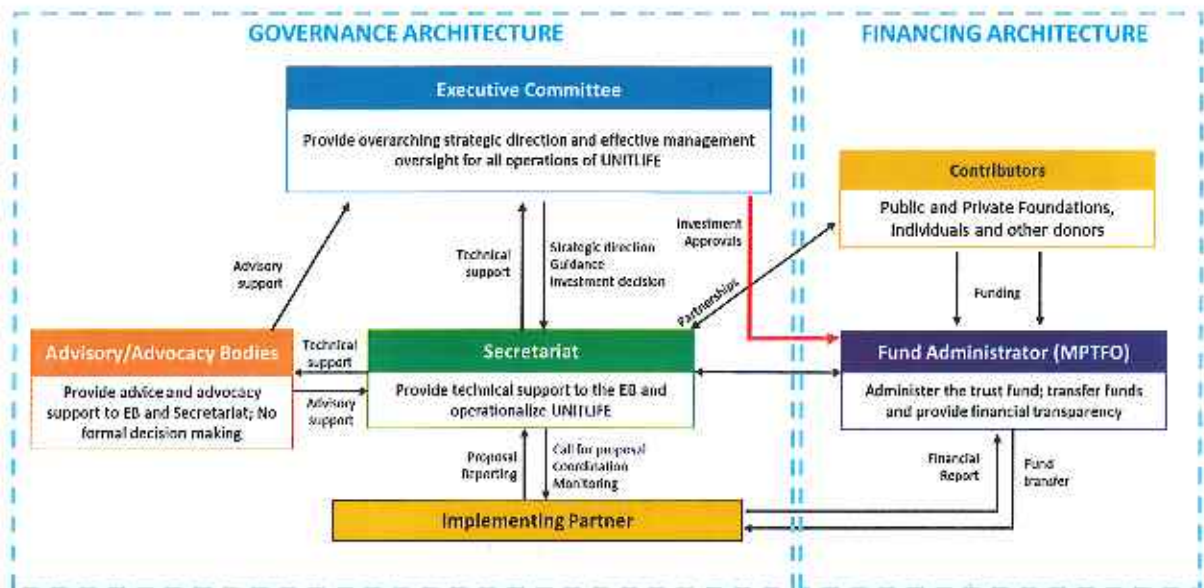
OUTCOME AREAS	PLANNED OUTPUTS	PLANNED BUDGET BY YEAR			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>Outcome 1:</b> UNITLIFE financing instruments are operational and ready for programmatic financing	Output 1.1 UNITLIFE governance and operational structures are established and operational	\$143,500	\$143,000	\$123,000			\$409,500	
	Output 1.2 UNITLIFE management and technical structures are established and operational	\$135,500	\$226,000	\$226,000			\$587,500	
	Output 1.3 The innovative fundraising instruments and micro-donation platform are tested and finalized	\$256,000	\$50,000	\$50,000			\$356,000	
	<b>Sub-Total for Outcome 1</b>						<b>\$1,393,000</b>	
<b>Outcome 2:</b> UNITLIFE successfully implemented at least one programme funding cycle	Output 2.1 UNITLIFE funds capitalized for operations from public/private foundations and micro-donations	\$93,000	\$120,000	\$118,000			\$331,000	
	Output 2.2 First round of UNITLIFE programme funding completed based on guidance and approval from ExComm	\$55,000	\$221,000	\$221,000			\$497,000	
	Output 2.3 Carried out active monitoring of performance and impact of selected funded projects	\$47,500	\$191,000	\$183,000			\$421,500	
	<b>Sub-Total for Outcome 2</b>						<b>\$1,249,500</b>	
<b>Outcome 3:</b> UNITLIFE instruments matured with increased capitalization, well-established structure and diverse partnerships for scale up	Output 3.1 UNITLIFE recognition, and partnerships enhanced to ensure full capitalization and maturity	\$223,000	\$166,000	\$158,000			\$567,000	
	Output 3.2 UNITLIFE technical solutions and instruments are updated to ensure efficiency	\$100,500	\$83,000	\$131,000			\$314,500	
	<b>Sub-Total for Outcome 3</b>						<b>\$861,500</b>	
<b>GMS (7%)</b>		\$73,780	\$84,000	\$84,700			\$242,480	
<b>TOTAL</b>							<b>\$3,706,480</b>	



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management of UNITLIFE will comprise of two levels:

- Governance architecture to provide the strategic direction and management of the fund: Executive Committee, Secretariat, Advisory and Advocacy bodies;
- Financing architecture to seamlessly manage the pooled trust fund and financial linkages between contributors and implementing partners: UN MPTFO.



The UNITLIFE fund will be operated in accordance to the UN pooled fund mechanisms as administered by MPTFO. The fund operation will be directly by the Executive Committee, which will be supported by the Secretariat. The ExComm sets overall direction, makes resource allocation decisions and carries out independent reviews. As the fund administrator (administrative agent), the MPTFO supports the fund design and channels the contributions from the contributors to the implementing partners based on decision of the Executive Committee. The detailed structure and mandates of these bodies are provided below.

### UNITLIFE Executive Committee:

The Executive Committee provides overarching high-level strategic direction and effective management oversight for all operational aspects of the initiative.

The Executive Committee is responsible for the following:

#### Strategic Oversight:

- Sets the strategic direction of the initiative and exercises overall accountability for the achievement of initiative objectives;
- Oversees the implementation of the UNITLIFE Trust Fund, reviews overall performance and approves any revision of the portfolio, as required;

- Reviews and approves the Trust Fund policies and rules of procedure (the Standard Operations Manual) that complement the terms of reference (TOR). The rules of procedure may be amended as needed;
- Approves programme funding plans and eligibility criteria, including maximum allocation envelopes, as well as the theory of change;
- Approves direct costs budgets, specifically those related to the Secretariat and any support operations, evaluations, and audits;
- Approves projects in person at the Executive Committee meetings and/or via an online management system programme/project documents submitted by the Recipient Organizations (UN and non-UN), based on Secretariat recommendations and technical reviews. In the case of any objections, proposals will be reviewed in the upcoming Executive Committee meeting;
- Regularly reviews the risk-monitoring matrix and provides support for risk management strategy and actions;
- Reviews annual and final consolidated narratives and financial reports submitted by the Secretariat;
- Commissions, through the Secretariat, evaluations/lessons learned exercises by an independent evaluator on the overall performance of the Trust Fund;

The Executive Committee adopts and applies rules of procedure. The rules of procedure may be amended as needed. The Executive Committee has a quorum when eight out of its thirteen members are present. It meets twice a year to agree, by consensus, on programmes of work. The Secretariat provides management and technical assistance for the Executive Committee. It elects its President from among its members during the first Executive Committee meeting (expected to be held in May 2019). The Executive Committee President will serve for a period of 2 years; renewable once.

2 Member States from the Global North

2 UN entities, UN Special Adviser on Innovative FFD

2 Member States from the Global South

2 private sector representatives

2 nutrition-related NGOs

2 foundations

The Government of France and UN Women have two permanent seats in the Executive Committee. The other seats are all rotational for a period of four years. Invitations to serve on the Executive Committee will be issued jointly by UN Women and the Government of France. The criteria for acquiring the rotational seats are:

- For the private sector seats: e-payment service provider; and the largest private sector contributor;
- For the Members from the North; France (who holds a permanent seat) and another recognized champion of innovative financing and the fight against chronic malnutrition;
- For the Member States from the South: 2 recognized champions of innovative financing and the fight against chronic malnutrition;
- For NGOs: 2 leading NGOs in the field of nutrition;
- For Foundations: the top two contributing Foundations to UNITLIFE;
- For the UN: UN Women (who holds a permanent seat), a UN Agency with recognized expertise in the field of nutrition, and the UN Under-Secretary-General and Special Adviser to the Secretary-General on Innovative Financing for Development.

The rotational seats are obtained at the beginning of the calendar year. Members of the Executive Committee should not participate in decisions on the approval of any programme under which their organization will receive funds or act as a technical partner. Apart from these general requirements, any potential conflict of interest should be disclosed to the Chairperson and members of the Executive Committee prior to decisions making. Conflicts of interest declared or brought to the attention of the Committee after a decision has been made will trigger prompt re-examination of any relevant selection / funding allocation decisions.

#### **UNITLIFE Fund Administrator: MPTFO**

MPTFO acts as the Fund Administrator and Administrative Agent of the Fund. The MPTFO provides the Executive Committee with administration and other support services, in accordance with the Memorandum of Understanding (MoU) signed between UN Women, UNCDF and the MPTFO for UNITLIFE. The Administrative Agent uses a pass-through modality whereby each recipient UN and non-UN 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 MPTFO is responsible for the following initiative design and administration functions:

- Execute and coordinate all administrative and management functions including the receipt of contributions and piloting the programming cycle;
- Oversee the design, development and maintenance of one integrated platform for the fund;
- Provide advice and recommendations on implementation performance and cash management;
- Receive contributions from donors that provide financial support to the initiative;
- Administer funds in accordance with its regulations, rules, policies and procedures;
- Transfer funds upon instructions from the head of the Secretariat following a decision by the Executive Committee;
- Provide donors with financial consolidated reports.

In addition, the MPTFO through its online portal, GATEWAY (<http://mptf.undp.org>), provides real-time financial data generated directly from its accounting system, giving partners and the general public the ability to track contributions, transfers, and expenditures.

The MPTFO charges a cost for performing the Fund Administrator functions in line with UNDG policies and contribution agreements. This is a direct, identifiable, and actually incurred cost not exceeding one percent of the overall fund capitalization. Costs incurred by the Fund Administrator in the design and set-up of the UNITLIFE Fund are charged retroactively as per legal agreements.

#### **UNITLIFE Advisory Council:**

The overarching objective of the Council is to help UNITLIFE navigate a dynamic external innovative finance environment in relation to its fight against chronic malnutrition. The Council provides a channel for ideas and perspectives from the broader partnering, communication and funding landscape to inform UNITLIFE's directions while acting as a sounding board for ideas generated from within UNITLIFE.

The Council will consist of no more than fifteen (15) members and will be chaired by a representative designated by the members. The Chair will be responsible for the opening, conducting, and closing of the meeting and for dealing with all procedural matters. A two-phased approach to constituting the Council will be followed, with Phase 1 (up to 8 members) constituted by 2019 and Phase 2 by 2020.

The Council members are endorsed by the Executive Committee based on their vast experience and success in their respective areas of expertise that are relevant to UNITLIFE. Members will bring strong networks that complement each other and interconnect seamlessly, enabling them to operate fluidly across the innovative finance environment. For further details see Annex 4.

### **UNITLIFE Champions**

UNITLIFE Champions are well-known personalities from civil society, academia, sports, private sector and other works of life who are dedicated supporters of the fight against chronic malnutrition. At a time when extreme poverty is receding in the world, it is necessary to continue our efforts to help the most vulnerable. UNITLIFE Champions are committed to leveraging our digital innovations to tackle chronic malnutrition on a global scale.

UNITLIFE Champions will have very high reputations for strong ethical practices, demonstrate global excellence in their field of business, offer a global reach with broad information distribution channel, and establish strong commitment towards the causes of UNITLIFE life, specifically on addressing the immediate causes and effects of stunting as well as closing the gender gap in agriculture. They could also be members of the UNITLIFE Advisory Council. Champions will have to be endorsed by the Executive Committee.

Using their platforms and networks, the Champions will support the UNITLIFE Initiative through the following activities:

- Advocating for UNITLIFE's activities that aim to address the immediate and root causes of stunting;
- Raise awareness for the complex and multi-dimensional causes of chronic malnutrition, and the need to increase funding in innovative and effective solutions;
- Provide substantive input and expertise to the UNITLIFE initiatives;
- Use their respective platforms to encourage additional enterprises to participate in UNITLIFE.

This will support our mission to raise fund and support programs that will make a sustainable impact in reducing chronic malnutrition around the world.

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## IX. LEGAL CONTEXT

### Legal Context Standard Clauses

This programme forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Programme to the associated country level activities, this document shall be the "Programme Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Programme Document in cases where the recipient country has not signed an SBA with UNDP/UNCDF, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This programme will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNCDF. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNCDF shall apply.

### Risk Management Standard Clauses

- UNCDF as the Implementing Partner will operate under its framework of governance, risk management and control.
- UNCDF agrees to undertake all reasonable efforts to ensure that none of the programme funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by the programme hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision will be included in all sub-contracts or sub-agreements entered into under this Programme Document.
- Consistent with UNCDF's Programme and Operations Policies and Procedures, social and environmental sustainability could be enhanced through application of the Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
- The Implementing Partner shall: (a) conduct programme and programme-related activities in a manner consistent with the Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the programme or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints that are raised. UNCDF will seek to ensure that communities and other programme stakeholders are informed of and have access to the Accountability Mechanism.
- All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or programme-related commitments or compliance with the Social and Environmental Standards. This includes providing access to programme sites, relevant personnel, information, and documentation.

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## **X. ANNEXES**

1. Risk Matrix
2. Theory of change
3. Terms of Reference for the Advisory Council
4. Terms of Reference for the Programme Team / Secretariat
5. Programme Gantt

## Annex 1. Risk Matrix

#	Risk Category	Risk Dimensions	Risk description	Impact	Likelihood	Seriousness risk	Mitigation actions needed	Risk Owner
1	Contextual	Governance	Recruitment of secretariat staff is delayed	4	1	4	* Recruitment will take place before the first executive committee * Recruitment will not take place before funds are mobilized * The Programme Manager will be identified before first ExComm	Secretariat
2	Contextual	Technology	The 12 executive members are not confirmed by the first ExComm meeting	2	4	8	* The first ExComm will take place with 8 members; * The date of the first ExComm will be determined after the confirmation of 8 committee members	Secretariat
3	Contextual	Technology	Technical problems arise during pilots of micro-donation platforms	3	3	9	* The secretariat will rely on the technical expertise and partners (Market leader in e-payment solutions)	Secretariat
4	Contextual	Technology	Technical issues with transfer of funds by MPTFO	4	1	4	* SAAs with actors and MPTFO the UN centre of expertise on pooled financing mechanisms	MPTFO
5	Contextual	Resources	UNLITLIFE standard operations and programme funding plan are not finalized by first ExComm meeting	3	1	3	* The Secretariat will request support from UNCDF, UN Women and other stakeholder partners	Secretariat
6	Programmatic/ Normative	Resources (people/funding)	Fund collection from first programme funding cycle is substantially lower than the	5	3	15	* The recruitment for additional strategic partners will be increased * The best possible consumer	Secretariat

			expected outcome.				experience will be ensured through feedback	
7	Programmatic/ Normative	Programme	The implementing organizations do not deliver expected impact	4	3	12	* Project will go through a rigorous selection process with independent expert. * Funding from programme funding cycle will be allocated to well established partners * Proactive M&E policies will be put in place to assess potential risk and need for adaptive measures	Secretariat
8	Programmatic/ Normative	Programme	UNITLIFE's progress to scale up is slower than anticipated	5	2	10	* Scale-up will not be a major issue if the first programme funding cycle is successful with positive feedback	Secretariat
9	Programmatic/ Normative	Resources (people/funding)	Poor accountability, monitoring and evaluation leads to bad quality feedback and data.	5	2	10	* MPTFO will provide recurring financial reporting * A dedicated M&E expert will be appointed starting from year 3	MPTFO Secretariat
10	Contextual	Technology	Technical issues arise from additional technological solutions (e.g. Blockchain)	2	4	8	* New technologies will go through rigorous testing and pilots before scale-up	Secretariat/ Tech partners



## Annex 2. Fund theory of change

<b>Goal</b>	Reduction in chronic malnutrition is achieved by addressing both the immediate effects (stunting) and the root causes of chronic malnutrition including gender inequality.
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<b>Goal TOC Statement</b>	If (1) capacity is increased to address child stunting and gender inequality, then (2) malnutrition will decrease because (3) the underlying causes and immediate effects of malnutrition are both addressed.
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<b>Outcomes</b>	1. Child stunting and other immediate effects of malnutrition are addressed	2. Gender gap in climate-smart agriculture is closed to benefit both men and women.
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<b>Outcomes TOC</b>	- If (1) the availability and quality of programs targeting the causes of malnutrition are increased; and the capacity for providing treatments of stunting and other immediate effects of malnutrition are strengthened then (2) child stunting incidences and other immediate effects of malnutrition will decrease because (3) food intake and health outcomes for children, pregnant women, and lactating mothers have improved.	- If (1) women's access to land and productive resources is increased then (2) nutritional status of children, pregnant and lactating women will improve because (3) agricultural productivity, revenues, and decision making authority of women farmers are substantially improved.
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<p><b>Outputs</b></p>	<ul style="list-style-type: none"> <li>- Increased access to nutritional interventions for pregnant women and mothers of infants and young children (i.e. antenatal micronutrient supplementation, infant and young child nutrition counselling, balanced energy-protein supplementation for pregnant women, and intermittent presumptive treatment for malaria in pregnancy in malaria-endemic regions)</li> <li>- Increased access to nutritional interventions for infants and young children (i.e. Vitamin A supplementation, prophylactic zinc supplementation, public provision of complementary foods for children)</li> </ul>	<ul style="list-style-type: none"> <li>- Improved and secured land tenure for women farmers</li> <li>- Reduced gender gap in access to information on climate smart agriculture, including digital agriculture.</li> <li>- Improved financial inclusion for women farmers (i.e. through the development of gender-inclusive financial products) and access to climate smart technologies</li> <li>- Increased access for women farmers to markets through strengthened participation and leadership of women farmers in co-operatives</li> <li>- Reduced time poverty to enable women farmers to adopt new farming practices through funding of basic (energy, water, health facilities) and food processing infrastructure.</li> </ul>
	<ul style="list-style-type: none"> <li>- Increased access to and utilization of health services by pregnant mothers, mothers of infants and young children</li> <li>- Strengthened political commitment and national capacity to legislate, plan, and budget for scaling up nutritional interventions</li> </ul>	

<p><b>Key Assumptions</b></p>	<ul style="list-style-type: none"> <li>- Evidenced-based implementation plans combined with doable and cost-effective technical solutions can make a difference in improving access to health services for children and women of reproductive age.</li> <li>- Resource allocation for maternal &amp; child health is sufficient and allocated in a manner that facilitates integration of services.</li> <li>- The expansion of nutritional services to marginalized children and women alone will not yield results if not accompanied by a serious effort to invest changing social norms on gender inequality and gender biases.</li> <li>- Common understanding of human rights standards for delivering quality maternal &amp; child health services; Governments will commit and allocate more domestic resources to SRH interventions; Policy and political environment improved.</li> <li>- Adequate capacity and human resources, with relative stability in global food and medicine prices.</li> </ul>	<ul style="list-style-type: none"> <li>- CSA policies tend to be gender-blind and lack of women's land and property rights is a structural cause of gender inequality; gender responsive CSA policies and secured land tenure can facilitate women's access to finance, information and markets as women's demonstrated land tenure security or ownership is important collateral for access to finance and agricultural extension services.</li> <li>- Gender gap exists in access to affordable finance and insurance; Women are in weaker intra-household bargaining positioning, which reduces their ability to save and invest; New technologies and tools will save women time and be less physically intensive</li> <li>- Gender gaps in women's participation and access to innovative agricultural practices, information and digital technologies; and women's use of technologies is not always supported by enabling social norms and practices.</li> <li>- Gender gaps exist in women's access to markets and value chains (aggregation, processing, distribution, decision-making); greater access to markets and moving higher in the value chain will increase incomes. Connectivity and electricity are vital to facilitate agricultural and food production, processing, storage and inclusion in supply chains in remote rural areas; and women cooperative and entrepreneurs are key to accelerate decentralized electricity access</li> </ul>
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<p><b>Risk &amp; Barriers</b></p>	<ul style="list-style-type: none"> <li>- Lack of political will and commitment to invest in integrated quality SRH that reach marginalized groups and key populations; weak country health systems and infrastructure; pervasive gender inequalities and associated abuses of women's and girls' human rights; sociocultural barriers; geographic factors; and barriers to access due to insecurity, particularly in humanitarian crises and fragile contexts</li> <li>- Sociocultural and legal barriers increase; higher national human resources turnover; reduced national ownership of the programme</li> </ul>	<ul style="list-style-type: none"> <li>- Social, cultural and political attitudes are resistant to change in favor of equal land and resource rights; equal rights in laws and policies are not translated into practice.</li> <li>- Social, cultural and political attitudes are resistant to change in favor of increasing women's equal access to finance; Macroeconomic policies do not support micro-lending and financial services to the poor; Local financial institutions are under-capitalized.</li> <li>- Uncertain social acceptance of new technologies and practices; Women's unpaid care and domestic work responsibilities limit time for learning new technologies; Men resent women having access to new technologies if they do not have the same.</li> <li>- Social/political/trade barriers to women moving up the value chain, having preferential access to markets and creating enterprises; Private sector unwilling to pay slightly more for products from women smallholders or engage with new women distributors; Macroeconomic policies do not support women farmers in national/global value chains.</li> <li>-</li> </ul>
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## Annex 3. Terms of Reference for the Advisory Council

### 1. Rationale

Innovative financing is the manifestation of two key trends in international development: an increased focus on programmes that deliver results and a desire to support collaboration between the public and private sector. Being an innovative financing instrument dedicated to the fight against chronic childhood malnutrition, the UNITLIFE project intends to leverage innovative financing instruments that complement traditional international resource flows—such as aid, foreign direct investment, and remittances—to mobilize additional resources and partners. Hence, and to navigate the rapidly changing environment of innovative financing and better align public-private partnerships for sustainable development, UNITLIFE seeks to create an Advisory Council (or the “Council”), a non-executive structure.

The Council is designed to advise UNITLIFE on ways to expand the scope and depth of development activities. The Council, comprised of leaders from business, academia and civil society, as well as opinion shapers and prominent figures from the media, art, and sport, focuses on bringing together key actors in this space to assist in identifying partnering, funding and collaboration opportunities for UNITLIFE. These terms of reference detail the critical role the Council will play in supporting UNITLIFE leverage innovative finance mechanisms and strategic alliances in response to the challenges posed by malnutrition. The Council also acts as an advisory body and resource when UNITLIFE needs someone to vet new ideas and challenges.

The Council is more informal by nature, mainly because it is not legally bound and has no authority over the programme. Members are endorsed by the UNITLIFE Executive Committee, after rigorous standard screening procedures, based on targeted expertise and/or specific background. Most of the time, advisors are brought on to fill specific gaps in knowledge within UNITLIFE, while using their experience and networks to support the programmes.

Members of the Council are expected to join simply because they believe and support the UN mandate and its values and/or are passionate about combatting of chronic malnutrition.

### 2. Objectives

The overarching objective of the Council is to help UNITLIFE navigate a dynamic external innovative finance environment in relation to its fight against chronic malnutrition. The Council provides a channel for ideas and perspectives from the broader partnering, communication and funding landscape to inform UNITLIFE’s directions while acting as a sounding board for ideas generated from within UNITLIFE. As a key element of UNITLIFE’s governance framework, the Council has the following responsibilities:

- Advise UNITLIFE on how innovative financing solutions and other new frontiers of innovation could be optimally explored and tested in a UNITLIFE setting;
- Allow UNITLIFE to anticipate, respond to and – where relevant – shape development trends that may play diverse roles in nutrition and health;
- Assist UNITLIFE in the establishment of strong relationships with key private and public institutions and actors that share the ambition to “End hunger, achieve food security and

improved nutrition and promote sustainable agriculture” as captured in the Sustainable Development Goal (SDG) 2;

- Jointly promote sustainable development and business engagement through innovative communication campaigns.

### 3. Composition

The Council will consist of no more than fifteen (15) members and will be chaired by a representative designated by the members. The Chair will be responsible for the opening, conducting, and closing of the meeting and for dealing with all procedural matters. A two-phased approach to constituting the Council will be followed, with Phase 1 (up to 8 members) constituted by 2019 and Phase 2 by 2020.

The Council members are endorsed by the Executive Committee based on their vast experience and success in their respective areas of expertise that are relevant to UNITLIFE. Members will bring strong networks that complement each other and interconnect seamlessly, enabling them to operate fluidly across the innovative finance environment. In addition to members being considered leaders and visionaries who contribute to the discourse on innovative finance as well as its applicability to reducing chronic malnutrition, selection for Phase 2 will consider representation along the following lines:

- Sectoral representation: wide sectoral representation should enable UNITLIFE to access funding, networks and expertise on innovative financing and;
- Geographic cover: members’ combined experience or expertise should balance Least Developed Countries (LDC) and non-LDC representation along with expertise with international thought leadership.
- Gender balance: the Executive Committee considers gender representation when endorsing the appointments to the Council.

Individual members who do not represent a specific organization may be considered where they have significantly contributed to the Financing for Development and SDG discussions and follow up, while being currently employed in a position that allows them to continue to do so. Notwithstanding the above considerations, the Council members are appointed in their personal capacity or as representatives of the institution to which they belong. Members will serve a term of two years and will be eligible to serve additional terms as determined by UNITLIFE.

In general, members will not be entitled to receive compensation for service on the Council or travel expenses incurred while conducting directly related to UNITLIFE.

In addition to members, non-members with specific experience or expertise may be invited to participate in meetings of the Council.

### 4. Roles and responsibilities

The Council will be convened for an in-person meeting at least once a year. The aim of the meeting is for the Council to provide advice on specific aspects related to UNITLIFE’s overall strategy and ongoing activities. The specific topic(s) to be considered at the annual meeting will be identified by

the Executive Committee, the UNITLIFE project team, the Advisory Council's Secretariat<sup>4</sup> and its Chair, and communicated to members for inputs well in advance. The key results of the annual meeting will be documented in an executive summary of the meeting minutes, which will be submitted to the Executive Committee and project team for review and follow-on action, if appropriate.

Total time commitment related to membership is estimated as follows:

- A full-day meeting during standard working hours, possibly followed by a dinner;
- Travel time to and from the meeting venue;
- Up to two day for preparation and follow-up. A detailed agenda will be circulated to members no less than one month before the meeting, and relevant background documents no less than two weeks before the meeting. The executive summary of the meeting will be shared for review no less than two weeks after the meeting;
- Up to three days throughout the year for targeted consultations, reviews and working group meetings, if any;
- In addition to the annual meeting, provision could be made for ad hoc meetings (in person or virtual) as and when required, of the entire Advisory Council.

## 5. Authority

The Council shall not have any decision-making status. The Council serves only to provide advice and input on UNITLIFE's strategic directions and activities and provide advice on issues identified by the project team, the Executive Committee and/or Council's Chair.

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<sup>4</sup> *The project team will assume the role of the Advisory Council's Secretariat, responsible for the implementation and organization of the meetings and post-meeting follow ups.*

## **Annex 4. Terms of Reference for the Programme Team / Secretariat**

### **1. Programme Manager**

#### **Duties and responsibilities:**

##### **Provide policy and technical advice to the fund governance and management:**

- Facilitate the establishment of the fund's governance and management structures and work processes;
- Advise the Executive Board on strategic priorities, programme-related issues and financial allocations;
- Compile and synthesize advice from the Advisory Council and technical partners on programme priorities, partnerships and project proposals;
- Advise relevant funding and resource mobilization partners during the inception phase and during the programme cycle;
- Provide due-diligence and validation support to review funded initiatives before review and final approval by the Executive Board to ensure coherence, risk and quality management of the projects.

##### **Provide partnership and advocacy support to the fund:**

- Manage the development of the programme development strategy based on guidance from the Executive Board and fund's priority areas;
- Organize calls for proposals for the fund;
- Coordinate with the Administrative Agent (MPTFO) to ensure smooth transfers of funds and financial reporting obligation based on funding decisions made by the Executive Board;
- Manage programme and fund revision requirements (e.g. budget revision, reprogramming, no-cost extensions);
- Consolidate the narrative annual and final reports submitted by the implementing partners and present a consolidated report to the Executive Board for approval;
- Manage development and implementation of the monitoring, reporting and evaluation processes.

##### **Lead communications, advocacy and knowledge management initiatives for the fund:**

- Develop and implement the fund's communication strategy and facilitate sharing of public information with all stakeholders and the public;
- Manage the fund's knowledge including knowledge systematization, establishment of good practices and lessons learned;
- Participate in the community of practice related to chronic malnutrition including other related communities;
- Supervise other Secretariat staff and consultants, providing feedback and guidance and ensuring smooth delivery of the Secretariat function.

#### **Required skills and experience:**

##### **Required Education:**

- Advanced university (Masters equivalent) degree in economics, public/business administration, development, social sciences, or related fields.



**Required Experience:**

- Minimum of ten (10) years of experience in progressively responsible positions in the development field, especially in complex multi-stakeholder programme/fund management;
- Experience working in start-up settings, business developments and/or large business partnerships;
- Experience working directly or in related areas of child malnutrition, is an advantage.
- Entrepreneurial experience and expertise in innovative financing and digital payments,
- Experience in developing high quality policy, procedures and other written guidance documents.
- Experience in knowledge chronic malnutrition area and its impact on development will be considered as an asset.
- Previous professional experience in a developing country is preferred.

**Language requirements:**

- Fluency in spoken and written English and French is required.

**2. Partnership Officer****Duties and responsibilities:**

The Partnership Officer will help weave collaborative relations that enable UNITLIFE to effectively fulfil its mission and specific objectives. He/she will identify and nurture such relations focusing primarily on funding, programme development and communications.

**Specific responsibilities include:**

- Understand UNITLIFE's partnership needs and opportunities based on its annual plan.
- Together with the programme team, lead the development and implementation of the partnership strategy including:
  - Assisting the programme's team with ongoing partnership initiatives;
  - Developing a general funders and other potential partners landscape;
  - Generating leads and opening conversations with key contacts;
  - Representing the programme in meetings and events;
  - Creating the proposals and presentations to enable partnership opportunities;
  - Following-up on conversations and processes;
  - Identifying best practices and incorporating new ideas for partnership building;
  - Contributing to the programme's public relations efforts;
- Supporting the coordination of UNITLIFE's Executive Board and Advisory Council's meetings.

**Required skills and experience:****Required Education:**

- Advanced university (Masters equivalent) degree in economics, public/business administration, development, social sciences, or related fields.

**Required Experience**

- Minimum of seven (7) years of experience in progressively responsible positions in the development field, especially in complex multi-stakeholder programme/fund management;
- Strong presentation, writing and negotiation skills, including the ability to elaborate partnership projects and grant proposals
- Must possess an ability to handle multiple tasks and deadlines, and work well with others in a fast-paced environment. Should be able to organize and prioritize own work with limited supervision
- Experience in innovative fund matching and crowdsourcing schemes.
- Sense of initiative, discretion, mature judgment, and entrepreneurial spirit is required.
- Capacity to effectively interact with a multiplicity of stakeholders including senior leaders.
- Innovation and strategic thinking are highly valued.
- Strategy consulting background or experience in an innovative environment are a plus.
- Previous professional experience in a developing country is preferred.

#### **Language requirements**

- Fluency in spoken and written English and French is required.

### **3. Portfolio Officer**

#### **Duties and responsibilities:**

- Engage with the Programme Manager in the strategic planning process for UNITLIFE on the risks and benefits of specific portfolio activities.
- Develop and manage the relationship between the programme and other stakeholders with the goal of defining, planning, prioritizing, building, assessing and executing the programme portfolio based on a set of agreed-on criteria for value creation and weighted by risk.
- Oversee, manage and leverage the entire life cycle of project funding from planning the portfolio structure, packaging and communicating the portfolio plan, and tracking and measuring results. Ensure effective project portfolio planning, adherence to Portfolio Management methods and standards, and manage portfolio administration, controls, reporting and communication.
- Act as primary liaison between UNITLIFE and the Executive Board to enable effective decision making and delivering development value for programme funded activities.
- Act as a conduit for information flow between UNITLIFE and the partner community, as well as with appropriate external stakeholders.
- Assist the Programme Manager in developing, executing, and communicating the programme vision, mission and goals. Develop, prioritize, coordinate and communicate the goals and processes necessary for implementing the programme portfolio.
- Evaluate and assess risk as part of the life cycle analysis of the programme portfolio components.
- Identify, manage and deliver opportunities for improvements to the programme governance model.
- Use reporting tools to monitor portfolio activities, and regularly brief the programme manager on portfolio performance.
- Undertake other tasks or assignments within his / her area of competence as directed by the programme manager.

### **Required skills and experience:**

#### **Required Education:**

- Advanced university (Masters equivalent) degree in economics, public/business administration, development, social sciences, or related fields.

#### **Required Experience**

- Minimum of seven (7) years of experience in progressively responsible positions in project, programme or portfolio management role.
- Experience setting portfolio and project management standards for a global organization.
- Experience of how projects are initiated and run within the UN system will be considered as an asset.
- Previous experience implementing a project governance process.
- Project Management experience running medium to large sized projects.
- Prince 2 or PMBOK equivalent project management qualifications.
- Previous professional experience in a developing country is preferred.

#### **Language requirements**

- Fluency in spoken and written English and French is required.

## **4. Operations Associate**

### **Duties and responsibilities:**

Under the direct supervision of the Programme Manager, and with matrix reporting lines with the Chief of UNCDF's Management Support Unit, the incumbent will ensure execution of transparent and efficient financial, administration and contract management services and processes, undertaken during programme implementation. He/she will work in close collaboration with the UNLIFE staff for resolving complex financial and operational issues and ensure full compliance of the programme's financial and procurement activities with applicable rules and regulations. More specifically, the Project Operations Manager will be responsible for:

- Ensuring implementation of operational strategies focusing on achievement of the following results:
  - Full compliance of project activities with respective rules, regulations, policies and strategies; elaboration of the project-specific effective internal controls and procedures.
  - Provide inputs to business processes mapping and elaboration/establishment of internal Standard Operating Procedures.
  - Elaboration and implementation of cost saving and reduction strategies.
  - Implementation of contract management strategy, including development of terms of reference, scope of works and other technical specifications for goods/services sought to be procured, support to tendering processes and evaluation, contractor appraisal, participate in evaluation and negotiation of offers, management of the contract and contractor, legal considerations and payment conditions, risk assessment in close consultation with UNCDF's Management Support Unit.

- Ensures efficient implementation of the UNITLIFE programme, focusing on achievement of the following results:
  - Timely and proper preparation of programme implementation, Recruitment, Travel and Requisition plan for the programme, , dynamic monitoring of the implementation, taking timely remedial action, as and when required, in close collaboration with the programme manager.
  - Ensure budget availability in order to cover the obligations made by the programme prior to raising any commitments.
  - Employ rigorous standards regarding fairness, integrity, transparency, effective competition and best value for money in all logistic, decentralized procurement and contracting activities.
  - Support the preparation of submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP), for goods and services procured.
  - Manage procurement contracts and, upon delegation of responsibility, perform the functions of Buyer in Atlas (ERP System). In performing this function, ensures that Purchase Orders (PO) are duly prepared and dispatched. Timely corrective actions are taken on POs with budget check errors and other problems.
  - Coordinate shipping, delivery and logistical arrangement of purchased goods and equipment. Liaise with clients to ensure quality control, specification conformity, volume assessment, monitoring and verification of deliveries.
  
- Ensure efficient human resources and finance management, logistical, asset and conference services and supervision of the programme team, focusing on the following results:
  - Oversee the successful organization of special events, conferences and meetings.
  - Prepare quarterly reports on the status of the overall project logistics, procurement and contracting processes.
  - Produce quality financial reports as per UNDP and donor regulations and contractual obligations;
  - Provide support to audit missions, including reviewing the terms of reference and following up on audit reports,
  - Assisting programme manager in preparing annual workplans, budget revisions and monitor budget utilization
  - Facilitate recruitment of project personnel, ensure adequate performance management and leave monitoring systems are set up and functioning.
  - Ensure that travel of project personnel is administered in line with respective rules, regulations and standard operating procedures.

**Required skills and experience:**

**Required Education:**

- Master's degree in accounting/auditing/finance, economics, business administration or equivalent

**Required Experience**

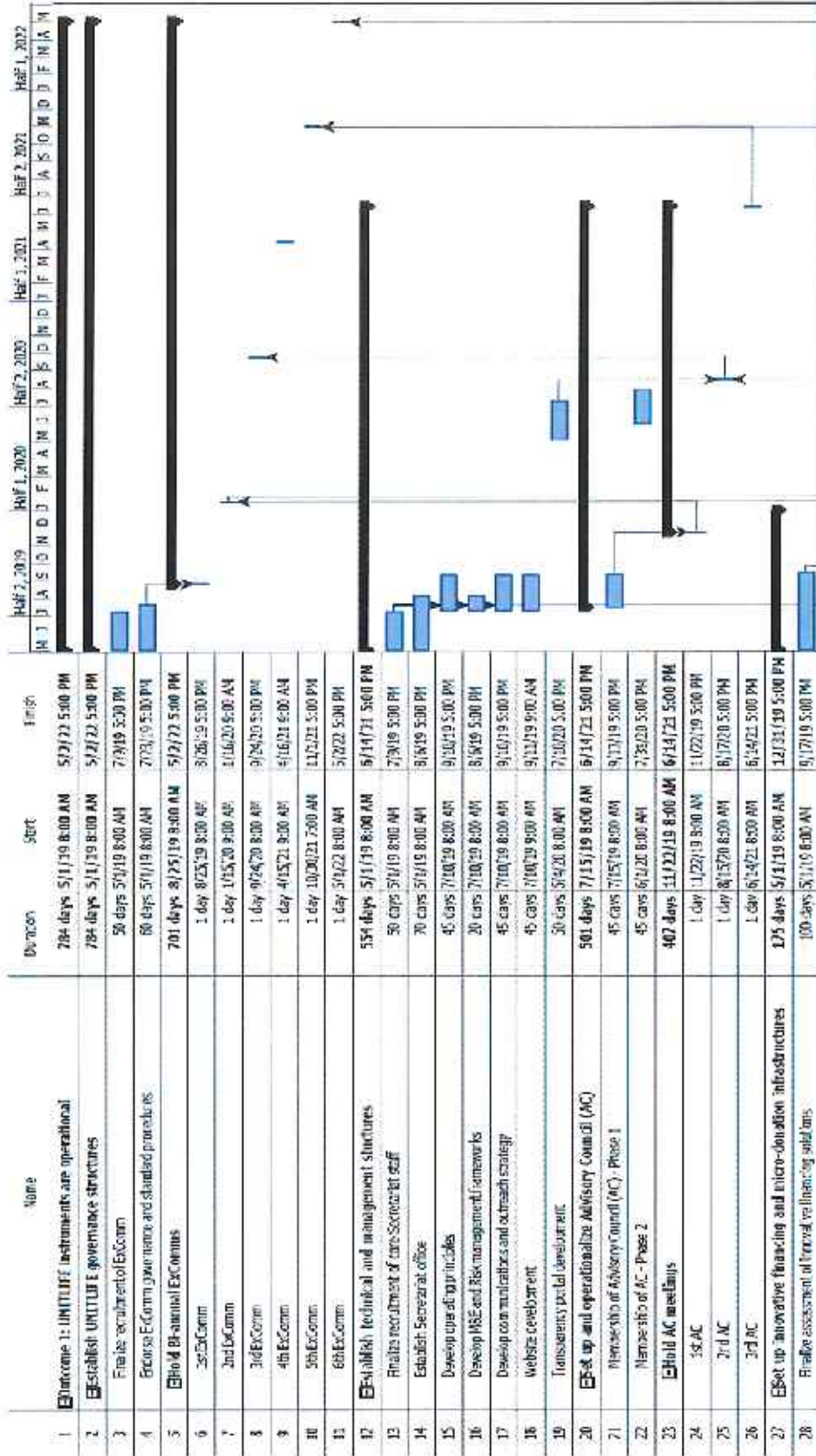
- Minimum of two (2) years of professional experience in finance and/or procurement management. Experience in international organizations is a significant advantage.

- Professional certifications in accounting, procurement, project management are highly desirable
- Experience in technical assistance programmes/projects would be an asset
- Familiarity with the UN procedures and experience with web-based ERP system is an asset;
- Excellent interpersonal and task management skills.
- Client-oriented service; ability to work under pressure, with strong delivery orientation.
- Previous professional experience in a developing country is preferred.

**Language requirements**

Fluency in spoken and written English and French is an asset.

Annex 5. Programme Gantt



Name	Duration	Start	Finish	Q1 2023												Q2 2023			Q3 2023			Q4 2023			Q1 2024			Q2 2024																			
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
29 Profiles SW with participatory surveys	170 days 3/1/23 6:00 AM	6 days 6/28/23 6:00 AM	30 days 1/22/24 5:00 PM																																												
30 Delivery model development	6 days 6/28/23 6:00 AM	30 days 1/22/24 5:00 PM																																													
31 Transition from 12 weekly reports to bi-weekly	30 days 1/22/24 5:00 PM																																														
32 Evaluation 2. UNICEF first investment cycle complete	783 days 3/1/19 8:00 AM	4/29/22 5:00 PM																																													
33 Established funds	783 days 3/1/19 8:00 AM	4/29/22 5:00 PM																																													
34 Calculated financial subsidy requirements	783 days 3/1/19 8:00 AM	4/29/22 5:00 PM																																													
35 Calculated financial contributions	638 days 1/16/20 8:00 AM	4/29/22 5:00 PM																																													
36 Implemented investment cycle	598 days 7/10/19 8:00 AM	10/16/21 5:00 PM																																													
37 Developed investment plan	51 days 7/11/19 8:00 AM	8/17/19 3:00 PM																																													
38 Established for proposal	31 days 8/13/19 8:00 AM	9/12/19 5:00 PM																																													
39 Screened and/or tested proposals	51 days 10/23/19 8:00 AM	11/23/19 3:00 PM																																													
40 Developed and reviewed MOUs	51 days 11/27/19 8:00 AM	1/17/20 3:00 PM																																													
41 Investors' funds transferred to clubs	21 days 3/13/21 8:00 AM	4/1/21 3:00 PM																																													
42 Monitoring investment progress	355 days 6/15/21 8:00 AM	1/27/22 3:00 PM																																													
43 Market financial contributions for 1st cycle	30 days 8/24/22 8:00 AM	10/24/22 3:00 PM																																													
44 Evaluation 2. UNICEF instruments and finance has matured	700 days 4/26/19 8:00 AM	4/29/22 5:00 PM																																													
45 Increased responsive and participatory	700 days 4/26/19 8:00 AM	4/29/22 5:00 PM																																													
46 Established high-level advisory events	54 days 4/26/19 8:00 AM	6/10/19 5:00 PM																																													
47 1st high-level event	1 day 4/26/19 8:00 AM	4/26/19 3:00 PM																																													
48 2nd high-level event	1 day 4/26/21 8:00 AM	4/26/21 3:00 PM																																													
49 3rd high-level event	1 day 4/26/22 8:00 AM	4/26/22 3:00 PM																																													
50 Signed and executed MoUs with new partners	46 days 4/23/21 8:00 AM	5/29/21 5:00 PM																																													
51 Entrepreneurship survey conducted	298 days 6/15/20 8:00 AM	7/12/21 5:00 PM																																													
52 Survey 1	30 days 6/15/20 8:00 AM	7/15/20 5:00 PM																																													
53 Survey 2	30 days 6/15/20 8:00 AM	7/15/20 5:00 PM																																													
54 Fielded surveys and reports	356 days 6/15/20 8:00 AM	11/1/22 5:00 PM																																													
55 Lessons learned documents created	30 days 6/28/22 8:00 AM	7/28/22 5:00 PM																																													
56 Published first report finding	51 days 1/24/23 8:00 AM	4/23/23 5:00 PM																																													

Annex 6. Budget by outcome

D	O	A	BUDGET BY OUTCOME										Total Agencies' Contributions (USD)
F	P	I	BUDGET BY OUTCOME										Total Spotlight Phase / (USD)
O	U	I	BUDGET BY OUTCOME										Total (USD)
M	V	I	Member RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	% Charged to Programme	UNOPS Budget Category (2-7)				
R		T	(inc RUNO per Activity only)		(USD)								
		V	BUDGET BY OUTCOME										
			BUDGET BY OUTCOME										
<p><b>A. PROGRAMME OUTCOME COSTS</b></p> <p>OUTCOME 1: UNCTU financial instruments are operational and ready for programme financing</p> <p>Output 1.1: xxx</p>													
Sub-outcomes													
1.1			Member RUNO									2449,500.00	
1.2			UNIT LIFE governance and operational structures established and UNCTU staff resources established and									500,000.00	
1.3			UNCTU innovative financing instruments and instruments established									336,000.00	
												Sub-Total Outcome 1:	\$1,081,500.00
<p>OUTCOME 2: UNCTU successful in implementing at least one programme funding cycle</p>													
Sub-outcomes													
2.1			Member RUNO									333,000.00	
2.2			UNIT LIFE financing for operations from public/private funds									2407,000.00	
2.3			UNIT LIFE financial instruments established and UNCTU staff resources established									621,000.00	
												Sub-Total Outcome 2:	\$3,249,000.00
<p>OUTCOME 3: UNCTU financial instruments featured with increased capitalization, well-established structure and diverse participants for scale-up</p>													
Sub-outcomes													
3.1			Member RUNO									2407,000.00	
3.2			UNIT LIFE recognition, and partnerships enhanced to ensure financial and maturity									241,000.00	
												Sub-Total Outcome 3:	\$2,648,000.00
												Total PROGRAMME OUTCOME COSTS:	\$3,424,000.00
<p><b>B. PROGRAMME MANAGEMENT COSTS (Project Office cost)</b></p> <p>Cost for all outcomes combined. Should not exceed 18% of total Programme Outcome Costs</p>													
Recipient UN Organization 1:													
R1	USA	USA										\$0.00	
Recipient UN Organization 2:													
R2	USA	USA										\$0.00	
R3	USA	USA										\$0.00	
R4	USA	USA										\$0.00	
												Sub-Total RUNO 2:	\$0.00
												Total PROGRAMME MANAGEMENT COSTS:	\$0.00
												Total PROGRAMME MANAGEMENT COSTS:	\$0.00
												Total PROGRAMME MANAGEMENT COSTS:	\$3,424,000.00
												Total PROGRAMME MANAGEMENT COSTS:	\$3,424,000.00