



GOVERNANCE

Terms of References and Operating Procedures

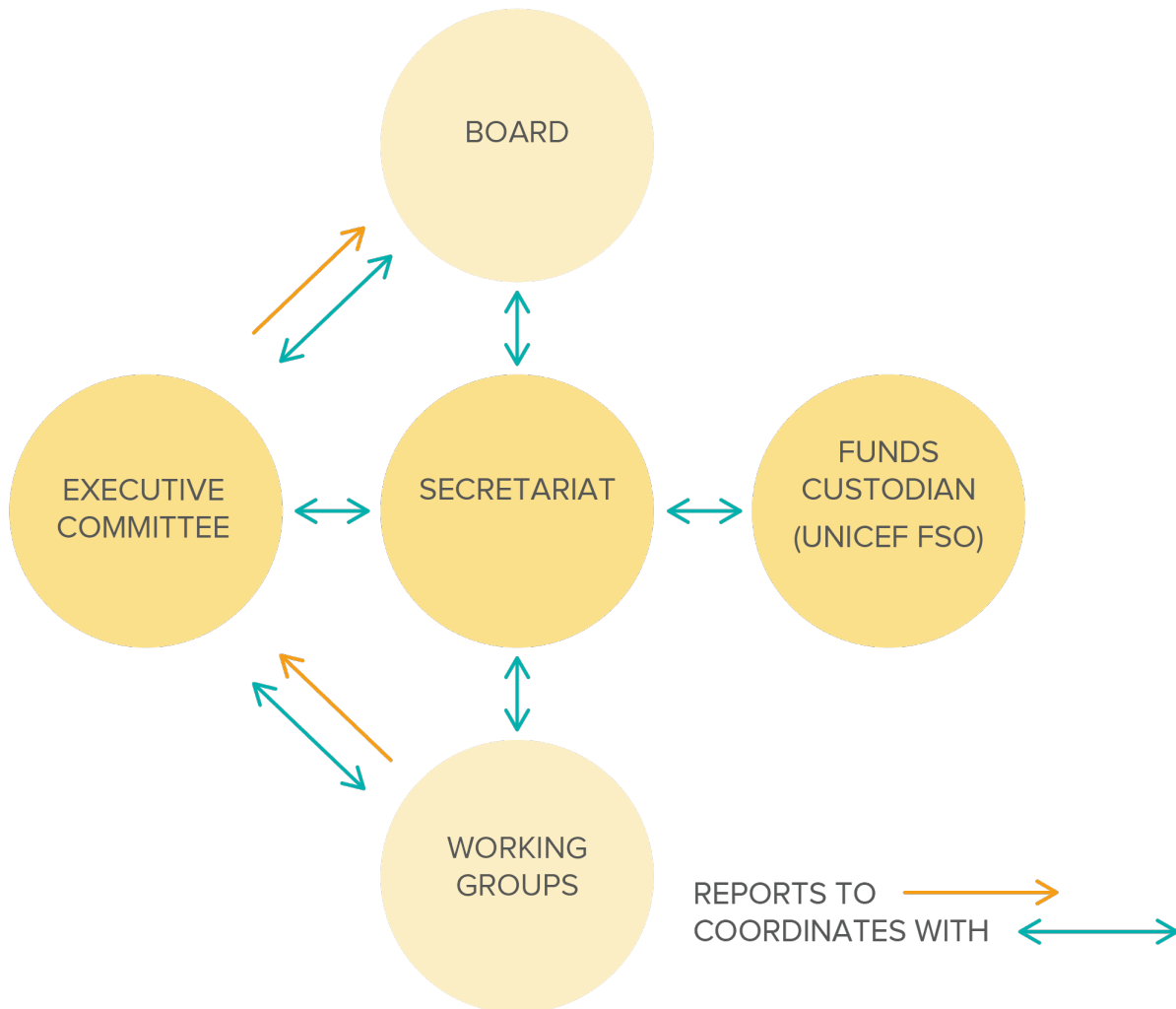
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OVERVIEW

This document summarizes End Violence's governance structure, including the membership, functions, responsibilities, accountabilities and work flows of the decision-making bodies – the Board and the Executive Committee – and all involved entities, including the Working Groups, the End Violence Secretariat, and the Funds Custodian and Administrator (UNICEF). The diagram below sets out the relationship between the different entities.



BOARD

1. Definition

The Board is the highest decision-making body responsible for fulfilling its mandate outlined in no. 5 of this document.

2. Composition and Size

2.1 The Board is comprised of:

2.1.1 Ministerial/CEO-level representatives from:

- Donor governments
- Pathfinding governments
- Civil society (including from the End Violence CSO Forum)
- Faith networks
- Private sector (including technology companies/industry associations)
- Funds and foundations
- UN agencies (e.g. UNICEF, WHO, UN Women, UNHCR, UNODC, UNESCO)

2.1.2 Special Representative of the UN Secretary-General on Violence Against Children

2.1.3 Special Representative of the UN Secretary-General for Children and Armed Conflict

2.1.4 Relevant experts or significant actors from media, academia, etc.

2.1.5 End Violence Executive Committee Chair

2.1.6 End Violence Executive Director (ex-officio)

2.1.7 Two adult (aged at least 18) representatives from survivor networks of VAC

3. Nomination, Appointment and Selection Process

3.1 Additional members can be proposed by the Board, Executive Committee and Working Groups for consideration by the Board.

3.2 Should there become a large number of any particular category of representatives on the Board, the Board Chair may propose that those members consider forming a constituency with rotating membership of the Board.

3.3 Significant new donors are invited to join the Board. Should there become a large number of donors on the Board, the Chair of the Board may propose that those donors consider forming a constituency with rotating membership of the Board.

3.4 The Board Chair is identified and agreed by members of the Board, according to a process agreed by the Board.

3.5 Constituencies represented on the Board are required to use an open, transparent and consultative process for selection. Board members will represent their constituency and will be accountable to them.

- 3.6 Once onboard, Board members may designate a focal person to coordinate and liaise with the Secretariat to ensure effective communication and regular engagement on their behalf. This includes providing the Secretariat with information on Board members': activities in support of Partnership priorities; updated contact and profile information; notifying the Secretariat if the Board member resigns or if there is a change in leadership in the Board member's organization; receiving official correspondence and reports; and confirming attendance to meetings and related events.

4. Membership Term and Transition Process

- 4.1 *Length of term.* Board members serve two-year terms and can renew for a second two-year term (with exceptions where appropriate).
- 4.2 *Transition process.* If a Board member resigns or gets reassigned to another office, his or his member seat remains. The transition must be communicated to the Board Chair and the Secretariat as soon as the outgoing Board member's office is aware of such transition. An Alternate Board member may represent the outgoing Board member until a successor has been identified.
- 4.3 *Membership review.* A review of Board membership will take place periodically, as determined necessary by the Chair. A Board member shall remain engaged and diligent in the performance of his/her responsibilities. Accordingly, each individual serving in such a role shall be subject to assessments by the Board Chair in consultation with the Secretariat. If such assessments determine that the individual has not fulfilled his/her responsibilities, including, without limitation, failing to attend meetings and participate in discussions, the Board Chair may propose a replacement.

5. Roles and Responsibilities

- 5.1 The End Violence Board is responsible for:
 - 5.1.1 Strategic oversight of the Partnership and Fund
 - 5.1.2 Championing the cause of ending violence against children – and by extension the Partnership and Fund
 - 5.1.3 Advocating for increased resources for ending violence against children, both through additional funding for the field and for the Fund (possibly including through a regular Fund replenishment cycle)
 - 5.1.4 Assisting with mobilizing funding to sustain the Secretariat and the full functioning of the Partnership

6. Meetings

- 6.1 *Frequency and mode.* The Board meets twice a year, once in person and once virtually. Additional ad hoc or extraordinary Board meetings may be called by the Chair or proposed by Board members, by the Executive Committee or by the Executive Director.

- 6.2 *Notice.* Notice of Board meetings with the confirmed date, time, venue and agenda shall be provided at least three months prior to the meeting, except in exceptional circumstances as determined by the Chair.
- 6.3 *Ad hoc and emergency meetings* may be called at shorter notice in exceptional circumstances, as determined by the Chair.
- 6.4 *Delivery of meeting materials.* The Secretariat shall distribute meeting materials to ensure receipt by Board members at least two weeks in advance of the start of the meeting. Meeting materials should contain the text of draft decisions proposed for Board consideration.
- 6.5 *Compensation and Travel assistance.* Members of the Board do not receive compensation for their services. Members who require financial assistance for travel to attend Board meetings must comply with the Partnership's [Travel Policy](#).

7. Meeting Conduct and Decision-making

- 7.1 *Chairing.* The Board Chair, or such other person with a written delegation of the Board Chair, shall chair all Board meetings.
- 7.2 *Agenda.* Board meetings shall be conducted in accordance with the agenda previously circulated to the Board, with the decisions as presented in the Board meeting materials.
- 7.3 *Voting.* Board decisions are made by consensus wherever possible. When consensus cannot be reached, the Chair may decide to call for a vote. Votes or non-objection votes can be conducted by the Board via electronic correspondence provided a minimum of one (1) week is provided for review. Given the need to respond quickly to urgent and emergency situations, requests for Board decisions may be made through email and/or teleconferences and/or through no-objection. Under special circumstances, Board members may vote to delegate authority to the Executive Committee to make decisions on issues that require immediate attention.
- 7.4 *Closed sessions.* The Board may conduct business at a closed (executive) session where only the Board Chair and Board members and Alternate Board members, or their designees, may be present without the presence of the Secretariat or observers or presenters.
- 7.5 *Meeting minutes.* The agenda and meeting materials for Board meetings shall be made available to all members of the End Violence governing bodies and Secretariat. All meeting materials will be retained by the End Violence Secretariat and minutes will be made publicly available on the End Violence website.

8. Attendance

- 8.1 *Quorum.* The Board may conduct business only when the Board Chair (or, in exceptional circumstances, the Chair's designee) and a majority of Board members

are present, provided that such majority is at least one person more than half the size of total number of Board members.

8.2 *Alternate members.* If, for any reason, a Board member is not available to attend a Board meeting or part of a Board meeting, the Board member shall appoint an appropriate Alternate Board member.

8.3 *Observers and presenters.* Board members may be accompanied at meetings by an observer; within the proposed constituencies, a member's observer might be from another organization within that constituency. Additional attendees may be permitted to attend in order to make presentations, at the discretion of the Board Chair.

EXECUTIVE COMMITTEE

9. Definition

9.1 The Executive Committee is an essential coordination and decision-making body responsible for strategic planning, governance, performance monitoring, financial oversight and risk management of the Partnership, Fund and Secretariat.

10. Composition and Size

10.1 The Executive Committee is comprised of around 20 members using a constituency-based model. As a large and diverse Partnership, this provides a mechanism for broader inclusion, and enables a balancing of interests beyond individuals and organisations.

10.2 The Executive Committee is comprised of:

10.2.1 One Chair from each Working Group (currently three; this might change as priorities change or are added)

10.2.2 Director-level representatives from:

- Four or more representatives from the UN (SRSG VAC, UNICEF, WHO, and UNHCR) with some permanent members within a 'UN constituency'
- Two representatives from the End Violence CSO Forum
- Two or more representatives from a newly formed constituency of government donors to the Fund and/or Secretariat, flexing to accommodate donor preferences as the group of government donors grows
- Two or more non-governmental donors, funds and foundations who contribute to the Fund and/or Secretariat, flexing to accommodate donor preferences as the group of non-government donors grows
- Three representatives from a newly formed constituency of regional bodies and Pathfinder governments
- Up to three cross-cutting experts

10.2.3 The End Violence Executive Director (*ex-officio*)

11. Nomination, Appointment, and Selection Process

11.1 The Executive Committee Chair, and two co-chairs are appointed by the Board, according to a process determined by the Board Chair.

11.2 Significant new donors may be invited to join the Executive Committee and an appropriate thematic Working Group.

11.3 Membership to the Executive Committee is by nomination. Nominated members are approved by the Executive Committee.

- 11.4 Constituencies represented on the Executive Committee must use an open, transparent and consultative process for selection. Internal processes must be submitted to the Secretariat for reference and monitoring. Executive Committee members will represent their constituency and will be accountable to them.
- 11.5 Executive Committee members may designate an office focal point to coordinate and liaise with the Secretariat to ensure effective communication and regular engagement on their behalf. This includes providing the Secretariat with the Executive Committee member's: activities in support of agreed Partnership priorities; updated contact and profile information; notifying the Secretariat if the Executive Committee member resigns or if there is a change in leadership in the Executive Committee member's organization; receiving official correspondence and reports; and confirming attendance to meetings and related events.

12. Membership Term and Transition Process

- 12.1 *Length of term.* Executive Committee members serve two-year terms, renewable once (four years total). Initial terms will mix two and three years to stagger future transitions.
- 12.2 *Transition process.* If an Executive member resigns or gets reassigned to another office, his or her member seat remains. The transition must be communicated to the Executive Committee Chairs and the Secretariat as soon as the outgoing Executive Committee member's office is aware of such transition. An Alternate Executive Committee member may represent the outgoing Executive Committee member until a successor has been identified.
- 12.3 *Membership review.* A review of Executive Committee membership will take place periodically, as determined by the Chair. An Executive Committee member shall remain engaged and diligent in the performance of his/her responsibilities. Accordingly, each individual serving in such a role shall be subject to assessments by the Executive Committee Chair in consultation with the Secretariat. If such assessments determine that the individual has not fulfilled his/her responsibilities, including, without limitation, failing to attend meetings and participate in discussions, the Board Chair may propose a replacement.

13. Roles and Responsibilities

- 13.1 The Executive Committee is responsible for:
- 13.1.1 Overall Partnership strategy development and implementation:
- 13.1.1.1 Defining the overall Partnership strategy for Board consideration and approval—including priorities for the Partnership and integrated Fund
- 13.1.1.2 Taking a comprehensive approach to country engagement and making sure that the Partnership and Fund identify country needs,

- opportunities and gaps, respond to national priorities, act in a coordinated manner and track country-level impact
- 13.1.1.3 Approving strategies and plans for thematic priorities (currently Pathfinding, Safe to Learn, Child Online Safety) while avoiding silos
- 13.1.1.4 Ensuring that Working Group decisions are consistent with the overall strategy
- 13.1.1.5 Creating new Working Groups and retiring existing Working Groups
- 13.1.1.6 Overseeing strategic opportunities and events, e.g. the Solutions Summit
- 13.1.1.7 Actively supporting the Board to deliver its responsibilities

13.1.2 Funding decisions:

- 13.1.2.1 Approving investment recommendations made by Working Groups for funds contributed to each thematic priority through both regular and out-of-cycle funding rounds and open calls throughout the year (while ensuring that donor-specific requirements are met¹)
- 13.1.2.2 Assuming overall strategic alignment, funding recommendations from the thematic Working Groups are expected to be approved by the Executive Committee on a no-objection basis (to avoid duplication and overlap of roles between the Executive Committee and Working Groups)
- 13.1.2.3 If and when flexible contributions are made to the Fund, allocating those funds to maximise country-specific progress, informed by nationally-identified needs and opportunities

13.1.3 Fundraising for the field, as well as for the integrated Partnership and Fund, and for the Secretariat

- 13.1.3.1 Actively supporting resource mobilisation for all priorities and for the Secretariat, including by defining joint fundraising targets and plans.

13.1.4 Oversight of the Secretariat

- 13.1.4.1 Overseeing an effective, strengthened and financially sustainable Secretariat (including the Executive Director) through agreed KPI
- 13.1.4.2 Partnership and Fund governance, risk, safeguarding and ethics.

14. Meetings

- 14.1 *Frequency and mode.* The Executive Committee meets four times a year (once in person and three times virtually) with one of those meetings held alongside meetings of the Working Groups.

¹ There will be a transition phase which will honour existing commitments to donors, where necessary involving sign-off by individual donors before investment recommendations go to the Executive Committee for approval.

- 14.2 *Notice.* Notice of Executive Committee meetings with the confirmed date, time, venue and agenda shall be provided three months prior to the meeting, except in exceptional circumstances as determined by the Chair.
- 14.3 *Ad hoc and emergency meetings.* The Chairs have the authority to call a meeting on shorter notice in exceptional circumstances, as determined by at least the Executive Committee Chair and at least one of the Vice-Chairs.
- 14.4 *Delivery of meeting materials.* The Secretariat shall distribute meeting materials to ensure receipt by Executive Committee members at least two weeks in advance of the start of the meeting. Meeting materials should contain the text of draft decisions proposed for Executive Committee consideration.
- 14.5 *Compensation and Travel assistance.* Members of the Executive Committee do not receive compensation for their services. Members who require financial assistance to cover travel costs must comply with the Partnership's [Travel Policy](#).

15. Meeting Conduct and Decision-making

- 15.1 *Chairing.* The Executive Committee Chair and Vice-Chairs, or persons with written delegation of the Executive Committee Chair, shall chair all Executive Committee meetings.
- 15.2 *Agenda.* The Executive Committee will be focused on strategic discussions and decision-making, with Working Groups leading more detailed preparatory work to inform Executive Committee deliberations, decisions and outreach necessary to take forward the work. Executive Committee meeting and call agendas will be designed to enable sufficient time for discussion of each thematic priority and their geographical and operational coherence, as well as other cross-cutting issues of strategic importance, as determined by the Chairs in consultation with Executive Committee members.
- 15.3 *Voting.* Executive Committee decisions are made by consensus wherever possible. When consensus cannot be reached, the Chair may decide to call for a vote. Non-objection votes can be conducted by the Executive Committee via electronic correspondence provided a minimum of one (1) week is provided for review. Given the need to respond quickly to urgent and emergency situations, requests for Executive Committee decisions may be made through email and/or teleconferences and/or on a no-objection basis. Under special circumstances, Executive Committee members may vote to delegate authority to a Working Group to make decisions on issues that require immediate attention.
- 15.4 *Closed sessions.* The Executive Committee may conduct business at a closed (executive) session where only the Executive Committee Chair and Executive Committee members and Alternate Executive Committee members, or their designees, may be present without the presence of the Secretariat or observers or presenters.

15.5 *Meeting minutes.* The agenda and meeting materials for Executive Committee meetings shall be made available to all members of the End Violence governing bodies and Secretariat. All meeting materials will be retained by the End Violence Secretariat and may be made publicly available on the End Violence website.

16. Attendance

16.1 *Quorum.* The Executive Committee may conduct business only when all Executive Committee Chairs (or, in exceptional circumstances, their designee) and a majority of Executive Committee members are present, provided that such majority is one person more than half the size of total number of Executive Committee members.

16.2 *Alternate members.* If, for any reason, an Executive Committee member is not available to attend an Executive Committee meeting or part of an Executive Committee meeting, the office of the Executive Committee member shall appoint an Alternate Executive Committee member of the same or equivalent rank or level to serve in his or her stead.

16.3 *Observers and presenters.* Observers and presenters. Executive Committee members may be accompanied at meetings by an observer; within the proposed constituencies, a member's observer might be from another organization within that constituency. Additional attendees may be permitted to attend in order to make presentations, at the discretion of the Executive Committee Chairs.

WORKING GROUPS

17. Definition

17.1 Working Groups are flexible arrangements that bring together strategic partners with resources (e.g. financial, technical, operational, communications and advocacy) and an ability and willingness to support delivery at scale on a priority area of work. They can be short-lived or long-term and are a way of ensuring that partners with common objectives, areas of focus, or geographical interest can organize, share information, and support delivery of key priorities for the Partnership. They also allow for collaboration with organizations, experts and communities of practice that are not part of the formal End Violence governance structures.

18. Composition and Size

18.1 Working Groups (expected to be around 10 members, with the actual size for effective working and representation to be determined by each Working Group chair) are comprised of:

18.1.1 Members of organisations and networks who are able and willing to commit time and take decisions on deploying their organisation/network's assets (e.g. financial resources, operational scope and capacity, technical expertise, communications and advocacy) as part of coordinated action. Such organisations might include, but not be limited to:

- Donor governments, funds and foundations
- Civil society (including from the End Violence CSO Forum)
- Private sector (including technology companies/industry associations)
- UN agencies and SRSG Offices (UNICEF, WHO, UN Women, UNESCO, UNHCR, UNODC, SRSGVAC, SRSGCAC – as appropriate for the thematic priority)

18.1.2 Experts and actors from media, academia, etc.

18.1.3 Representatives from existing networks and platforms that have common objectives/thematic focus (e.g. a representative of the INSPIRE Working Group will be a member of the Pathfinding Working Group)

19. Nomination, Appointment and Selection Process

19.1 Working Group Chairs are appointed by the Executive Committee, according to a process determined by the Executive Committee. Working Groups chairs are accountable on behalf of the Working Group to the Executive Committee.

19.2 Membership to a Working Group is by nomination. Nominated members are approved by the Working Group and then invited to join the group.

20. Membership Term and Transition Process

- 20.1 *Length of term.* Working Group members serve renewable, timebound terms (details to be proposed by Working Group Chairs for decision by the Executive Committee) – subject to the nature and specific deliverables of the Working Group.
- 20.2 *Transition process.* To be determined by the Working Group.
- 20.3 *Termination and removal of membership.* To be determined by the Working Group.

21. Roles and Responsibilities

21.1 Working Groups are responsible for:

- 21.1.1 Informing/contributing to the overall strategy for the Partnership
- 21.1.2 Preparing thematic strategies and plans for approval by the Executive Committee
- 21.1.3 Making investment recommendations to the Executive Committee, on a no-objection basis
- 21.1.4 Oversight of delivery and reporting of progress for the thematic priority/area of work
- 21.1.5 Sharing information and strategizing around specific focus areas, moments, and/or opportunities
- 21.1.6 Outreach and collaboration with organisations that are not part of the formal End Violence governance structure, working with broader communities of practice
- 21.1.7 Wherever possible, build on existing networks and platforms to ensure processes that bring together the larger ecosystem around a topic area and not duplicating efforts

22. Meetings

- 22.1 *Frequency and mode.* Working Groups meet three times a year, at least once in-person, and may self-organize and meet virtually/speak as needed to fulfil their responsibilities (including with respect to funding cycles) and to leverage relevant global events/moments
- 22.2 *Notice.* To be determined by the Working Group.
- 22.3 *Ad hoc and emergency meetings.* To be determined by the Working Group.
- 22.4 *Delivery of meeting materials.* To be determined by the Working Group.
- 22.5 *Compensation and Travel assistance.* To be determined by the Working Group.

23. Meeting Conduct and Decision-making

23.1 *Chairing.* Working Group Chairs, or persons with written delegation of the Working Group Chairs, shall chair their respective Working Group meetings.

23.2 *Working relationship with the Executive Committee.*

23.2.1 The Executive Committee and Working Groups will have a close and dynamic working relationship, with Working Group chairs and some Working Group members or their organizations represented on the Executive Committee, and the Secretariat playing an important support and integration/coherence function.

23.2.2 Overall strategy for the Partnership will be defined by the Executive Committee for Board approval, with significant involvement and input from the Working Groups. Investment recommendations using funds earmarked for a particular thematic issue/area will be made by the relevant Working Group in alignment with overall Partnership strategy. With overall strategic alignment, investment recommendations from the thematic Working Groups are expected to be approved by the Executive Committee on a no-objection basis (to avoid duplication and overlap of roles between the Executive Committee and Working Groups).

23.2.3 The Executive Committee Chair and Working Group chairs will have regular check-in calls to discuss priorities, alignment and strategic coherence, and to address any issues of concern emerging within Working Groups and/or for specific donors.

23.3 *Meeting minutes.* The agenda and meeting materials for Working Group meetings shall be made available to the all members of the End Violence governing bodies and Secretariat. All meeting materials will be retained by the End Violence Secretariat and may be made publicly available on the End Violence website.

24. Attendance

Attendance procedures will be determined by the Working Group.

END VIOLENCE DIRECTOR AND SECRETARIAT

25. Executive Director

25.1 *Leadership.* The job description of the End Violence Executive Director sets out the functions and accountabilities, which are commensurate with the level of the position as stated in the employment contract issued by UNICEF (D2 - Senior Director). The Executive Director is ultimately accountable to the Board, and reports directly to the Executive Committee Chair who provides detailed oversight. The UNICEF Deputy Executive Director of Programmes is a secondary supervisor as part of the hosted partnership arrangements. The Executive Director's position is governed by UN Staff Regulations and Rules, including UNICEF human resources policies and procedures.

The Executive Director has broad responsibility to provide strategic leadership to End Violence and manage the Secretariat. S/he has authority delegated by the Executive Committee to initiate activities and conduct certain operational and financial actions, including actions related to the funding windows, subject to the applicable oversight as described in the immediately preceding paragraph. Her/his responsibilities include strategy and policy development and implementation, advocacy to inspire leadership commitment to the goals of End Violence; partnership building and development; mobilizing resources for the Fund, Secretariat and for the EVAC field; building alliances among relevant stakeholders (governments, UN agencies, CSOs, private sector companies, foundations and experts) in pursuit of collective outcomes; management of and oversight over End Violence investments, and leadership of the Secretariat.

25.2 *Appointment and Performance Assessment.* The End Violence Executive Director is selected via a transparent and internationally competitive process. S/he is appointed as a UNICEF staff member under UN Staff Regulations and Rules, including UNICEF human resources policies and procedures. The recruitment process may include a global search by an executive search firm and a series of interviews according to UNICEF human resources policies and procedures. Selection includes formal endorsement by the Board.

The End Violence Executive Director undergoes an annual performance review which is carried out by the Executive Committee Chair, using standard UNICEF performance management processes. The Chair of the Executive Committee and Executive Director agree at least 4 performance indicators, aligned with the End Violence Executive Director's job description and the End Violence Annual Work Plan, at the outset of the planning cycle.

The Chair of the Executive Committee seeks inputs from other governing body members, assesses the performance of the End Violence Executive Director against the agreed indicators, and discusses the assessment with the End Violence Executive Director. The assessment and the comments of the Executive Director are then shared with the Chair of Board for their comments prior to finalizing the overall performance assessment.

The End Violence Executive Director serves a renewable 5-year term, subject to performance.

26. Role of the Secretariat

The End Violence Secretariat:

- 26.1 Supports the work of all partners and governing bodies by supporting a broader Partnership
- 26.2 Supports a comprehensive approach to country engagement, making sure that the Partnership and Fund identify country needs, opportunities and gaps, respond to national priorities, act in a coordinated manner and track country-level impact
- 26.3 Promotes coordination in-country between partners (as per the agreed [Country Engagement roles and responsibilities](#)) and promotes geographical coherence between the thematic priorities
- 26.4 Ensures that thematic strategies are delivered through investments from the Fund and other cross cutting activities, e.g. Country Engagement, Communications and Advocacy, Resource Mobilization, Safeguarding
- 26.5 Manages the investment cycles of the thematic funding windows
- 26.6 Captures and shares results and learning, and shares solutions with the End Violence community and beyond
- 26.7 Promotes a Partnership for All, including but not limited to the thematic priorities

27. Hosting Arrangement

- 27.1 The Partnership Secretariat is established administratively within UNICEF. It is operated and administered under the regulations, rules, procedures, administrative instructions and other administrative issuances governing the operations of UNICEF including but not limited to those relating to personnel and financial administration, and the UNICEF policy prohibiting and combatting fraud and corruption (See more information under *Funds Custodian and Administrator* below).

28. Coordination and Administrative Support

- 28.1 The Secretariat will appoint a governance specialist to act as focal point and provide secretarial and logistical support to the Board and Executive Committee, including the coordination of meetings, preparation of the minutes, and monitoring of agreed action points.

FUNDS CUSTODIAN AND ADMINISTRATOR

End Violence is an independent global fund, with its own governance structure. However, for purposes of administrative and financial management, End Violence is currently hosted by UNICEF. Under these arrangements, the hosting organization acts as Funds Custodian on behalf of End Violence.

At present, End Violence is hosted by UNICEF, with the specific role of Funds Custodian being fulfilled by the UNICEF Funds Support Office (FSO). The responsibility for facilitating administrative operations for End Violence, supporting grant management and ensuring compliance of grantees with UNICEF rules, regulations and procedures (to which End Violence must adhere as a hosted Fund) lies with the FSO, which is under the direction of the UNICEF Comptroller. The FSO also supports the financial management of End Violence and manages the distribution of End Violence funds to grantees. It does so at the request of End Violence and on its behalf.

29. Function

Specific functions of the Funds Custodian, with appropriate support from the End Violence Secretariat as needed, include:

- 29.1 Manage and administer End Violence's Fund and Secretariat Accounts in accordance with UNICEF's financial rules and regulations.
- 29.2 Accept End Violence contributions, unearmarked and earmarked in accordance with the earmarking requirements of the donor, by ensuring the rapid conclusion of a standard contribution agreement (SCA) between a donor and End Violence for the receipt and application of funds.
- 29.3 Manage the 1% administrative agent fee on all End Violence contributions.
- 29.4 Manage the disbursements of funds to grantees including project revisions, from End Violence's Fund Account in accordance with decisions of End Violence's governance
- 29.5 Ensure that End Violence Secretariat and donors have timely access to all financial reports.
- 29.6 Ensure that allegations of fraud and misuse of funds are followed-up and that due process by all parties is followed.
- 29.7 Manage risk by assessing grantee financial management capacity and core values in accordance with UNICEF's HACT policies.
- 29.8 Manage the year-end financial activities for the Secretariat including work planning and budget approvals.
- 29.9 Ensure that the Secretariat has the full access to UNICEF's suite of services including HR, Procurement, Administrative Services, Legal, Travel.

30. Conflict of Interest safeguards

Appropriate safeguards are in place to maintain the independence of End Violence and avoid any perceived or real conflict of interest concerning the Funds Custodian, members

of Working Groups and governance bodies. This includes requiring the review and approval by the Executive Committee of all proposals involving the Funds Custodian (at present, UNICEF) as a grantee. It also implies communicating clearly to grantees about the capacity in which the Funds Custodian may interact with them on behalf of End Violence and making the distinction between End Violence and its Funds Custodian readily apparent in branding and communication (e.g., through the creation and use of its own email domain). Furthermore, it means ensuring that procedures are in place to prevent against privileging of the organization serving as Funds Custodian in any way (voluntary or involuntary), including in communicating new opportunities, or approving proposals and other requests.

End Violence will develop guidance on identifying and addressing actual or potential conflicts of interest, including with respect to the relationship between End Violence and its Funds Custodian.

AMENDMENT

31. This document may be amended from time to time upon approval by the Executive Committee.