




# GLOBAL FUND FOR CORAL REEFS

## GLOBAL TEAM DIRECT COST 2021-2030 PROJECT DOCUMENT

<b>Project Title:</b> Global Team of the Global Fund for Coral Reefs	<b>Recipient UN Organisation(s):</b> UN MPTFO
<b>Project Contact:</b> MPTF Office, Jennifer Topping, Executive Coordinator	<b>Project Location:</b> New York HQ in 2021.
<b>Project Description:</b> The Global Team serves as the GFCR secretariat and supports the Global Fund for Coral Reefs (GFCR) Executive Board. The Global Team is hosted by the UN Multi-Partner Trust Fund Office with the support of other funding partners. The Global Team works in close collaboration with the Investment Window and the MPTF Office (MPTFO) in its Administrative Agent mandate of the Fund. The following narrative describes the functions of the Global Team expected for the entire duration of the Fund and its operational budget for the first year. The ProDoc will be revised annually, in advance, to provide continued funding support subject to the needs of the Fund.	<b>Total First year Project Cost: \$840,000</b>
	<b>Proposed Project Start Date:</b> 1 <sup>st</sup> April 2021 <b>Proposed Project End Date:</b> 31 <sup>st</sup> December 2030
<b>Key expected outputs</b> 1 – Partnerships and resource mobilisation 2 – Innovative programming 3 – Technical expertise 4 – Operations 5 – Event planning and communication material	
<b>Recipient UN Organisation and signatory:</b> Multi Partner Trust Fund Office (MPTFO), UNDP Jennifer Topping, Executive Coordinator  Signature: _____  _____ Date: March 1 <sup>st</sup> , 2021	

## The Global Team

### 1. Overall Function

The Global Team is an independent structure under the GFCR Executive Board and administratively hosted by the UN Multi Partner Trust Fund Office (MPTFO). While hosted within the MPTFO, the Global Team will work closely with relevant focal points of the Participating UN Organizations (UNDP, UNEP, UNCDF) and the Investment asset management team.

The Global Team directly supports the GFCR Executive Board and manages the day-to-day management and operation of the Fund. The Global Team has management, technical, and operational expertise, and one of its primary roles is to develop the Fund investment plans and manage approval of project or programme proposals in accordance with financial decisions made by the GFCR Executive Board and in open collaboration with the Investment Window partners. The Global Team guarantees that successful innovative blended solutions are developed in accordance with agreed-upon objectives and criteria specified in the Terms of Reference and criteria specified in the Standard Operations Manual.

The lean Global Team will be supported by a network of technical specialists from UNDP, UNEP, UNCDF as well as a scientific advisory committee acting as the advisory board. A critical function of the Global Team's is to ensure all partners including UN Agencies and the Investment partners have well defined roles and communicate regularly, thus avoiding silos that may lead to poor cohesion and fail to deliver on the GFCR outcomes.

The Global Team is responsible for the following:

1. Partnership and resource mobilisation
  - a. Developing a fundraising strategy and coordinate resource mobilisation efforts.
  - b. Developing and promoting investment plans aligned with Fund theory of change and financing models. This includes working closely with Conservation Finance Alliance (CFA) for delivery of the first Fund Investment Plan.
  - c. Promoting blended solutions and coordination between the Grant window and Investment Manager.
  - d. Managing relationships with partners and donors.
  - e. Engaging new partners at the global level.
  - f. Mobilizing financing for Global Team core operations.
  - g. Coordinating with focal points from UNDP, UNEP, UNCDF, BNP Paribas and Mirova.
  - h. Organizing GFCR Executive Board meetings and preparing supporting materials.
2. Innovative programming
  - a. Diagnosing and mapping innovative and disruptive solutions for coral reef protection.
  - b. Lead prioritization and portfolio consolidation including Independent review and input of programmatic documents.
  - c. Proposing recipients to Executive Board for, and facilitating the disbursement capital across, GFCR investment plans.
  - d. Liaising with implementers, providing technical support.

- e. Collaboration with the investment window on financial structuring and management of cash flow to effectively sequence blended finance solutions.
- f. Monitoring implementers in executing respective programme actions.
- g. Technical assistance to implementers and provide guidance on programme implementation. (below)

3. Technical expertise

- a. Gathering and providing technical expertise on coral reef protection and strategic priorities.
- b. Providing information on global breakthroughs in the design proposal stage.
- c. Offering knowledge management capabilities.
- d. Liaising with scientific advisory committee and advisory board for Fund direction and programming. Consolidate information and present to Executive Board.

4. Fund operations

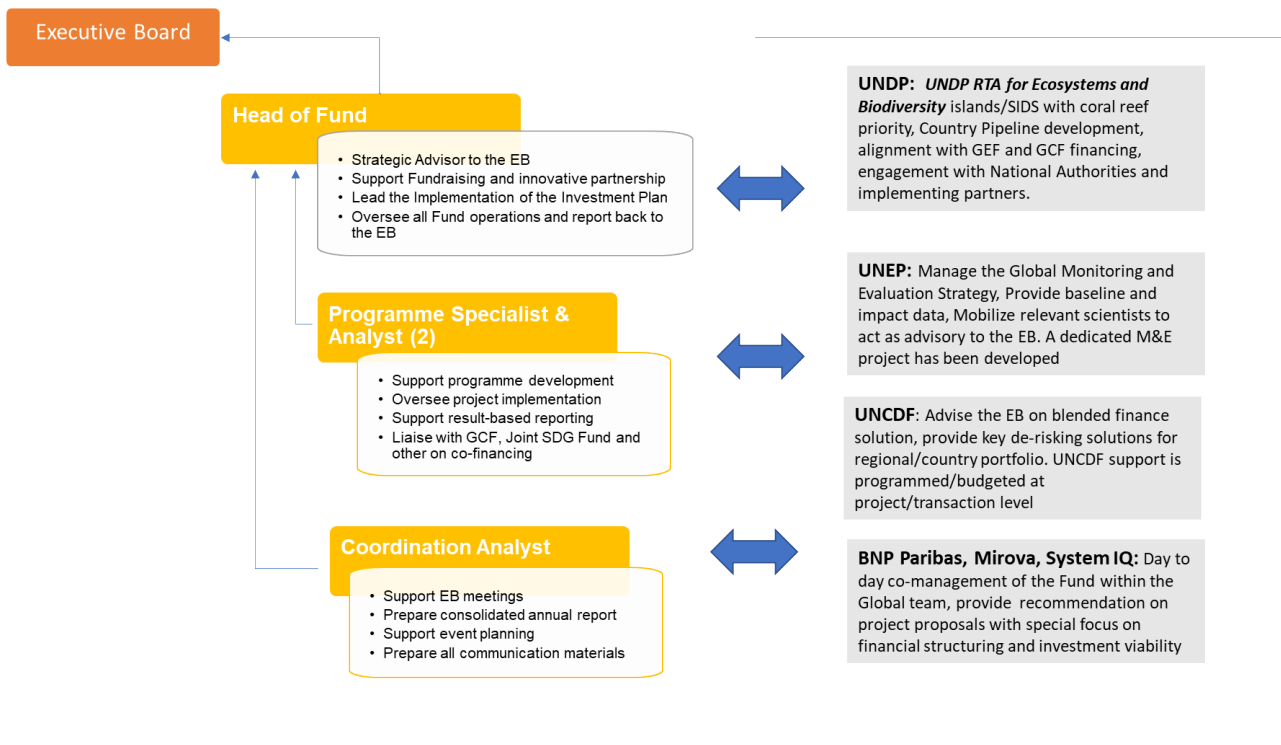
- a. Liaising with Participating Organisation and other participants and monitoring GFCR performance (e.g. leverage ratio, compliance requirements, due diligence of recipient organisations).
- b. Coordinating reporting, monitoring and evaluation processes for portfolios in line with the GFCR results framework.
- c. Collating Fund actions and results and drafting the annual report.
- d. Developing the Standard Operations Manual with rules and procedures, manuals, and guidelines necessary to manage the Fund.
- e. Continuous risk assessment, evaluation and management of the Fund by monitoring for political and natural disaster risks.
- f. Collecting and assessing environmental, financial, and social impact reporting from implementing partners and financial reporting from the Investment Manager.
- g. Producing an annual report that compiles impact assessments, reports, and lessons learned from implementing partners and the Investment Manager into a single cohesive document with summaries and recommendations.
- h. Identify solutions to increase Fund efficiency.

5. Event planning and communications

- a. Leading communications, advocacy, and engagement efforts.
- b. Event planning for high-level events throughout 2021 to raise Fund visibility and serve as pledging announcements.
- c. Regularly produce articles on Fund programmes and events to be shared widely and posted on the Fund website.

## 2. Structure

The Global Team consist of a core management group supported by a pool of experts from various fields (e.g., ocean conservation, innovative finance, asset management) to deliver on the outputs of the Fund Theory of Change. The Global Team will consist of a Senior Fund Manager, a junior Professional staff, a UN volunteer and administrative support from a programme associate. The Global Team will be supported by UNDP, UNEP, UNCDF staff and consultants when relevant as well as the Asset Manager team (BNP Paribas, System IQ, and Mirova). Support from Founding Partners will also be relied upon as much as possible.



## A. Core Staff

### **Head of Fund Secretariat (Initially part time in year 1, approximately 40%)**

The Head of Fund Secretariat will provide the following functions:

- Provides strategic advice to the Executive Board on Fund investment related matters;
- Supports fundraising efforts and liaises with donors;
- Leads the development of the investment plan and proposes funding priorities to the governance bodies;
- Guides the Recipient UN and Non-UN Organisations on the programming processes and requirements as laid out in the Standard Operations Manual;
- Establishes, maintains and enhances strategic partnerships with the Investment Window, conservation partners and others;
- Ensures communication of the Executive Board decisions to relevant partners, (including eligibility, maximum allocation available, timeline for programming and any specific requirements);
- Ensures submission of programme proposals to the Executive Board after the proper appraisal process and makes any relevant management recommendations to the Executive Board;
- Manages the Global Team and its budget.

### **Programme Specialist - Strategy and Partnerships (Deputy Head of Fund Secretariat)**

The Programme Specialist will provide the following functions:

- Support the GFCR global team for effective liaison with the Executive Board and key technical committees (such as the Scientists Advisory Group), provide inputs to enable strategic policy development and direction of the Fund, and support implementation and funding of GFCR initiatives.
- Support development of new focus areas of GFCR and selected technical assistance issue areas, such as participatory methodologies, indigenous peoples, gender, safeguards, and capacity development.
- Engage with GFCR multilateral and other donor partners for additional resource mobilization, as requested by the GFCR Senior Fund Manager.

- Identify and actively pursue opportunities for strategic and operational partnerships, including within the UN system, multilateral and bilateral donor governments, foundations, international NGOs, and other appropriate sources.
- Leverage opportunities and synergies with resource mobilisation initiatives through vertical funds such as GEF, AF and GCF.
- Support pipeline development in selected GFCR countries.
- Enable strong partnerships at the programme levels for sustained and scaled up initiatives.
- Support preparations for GFCR Executive Board meetings and technical committees.
- Support GFCR presence at important global events and meetings.
- Facilitates consultation in the absence of the Head of the Fund Secretariat

### **Programme Analyst**

The Programme Analyst will provide the following functions:

- Coordinates the development of the Investment plan with Conservation Finance Alliance;
- Develops the Fund Operations Manual and project templates for proposals;
- Manages calls for proposals, reviews with Global Team and the scientist advisory group, provides input and recommendations on proposals and coordinates submission to the Executive Board;
- Liaises with Investment Window partners on all programming aspects;
- Follows up and oversight of projects, flagging issues and managing risk; supervisory missions to project sites to assess progress towards objectives, adherence to ESG and workplan, and provides feedback on progress;
- Contributes to the development of the Fund's results-based management system;
- Coordinates with M&E and scientist experts mobilized by UNEP;
- Liaises with UN Agencies and other partners regarding relevant co-financing such as the GCF submission and the Joint SDG Fund;
- Participates in the development of financing agreements with Non-UN partners as required;
- Supports the due diligence of implementing partners (HACT); monitors the risk management information and updates the Fund Risk Mitigation Strategy;
- Supports the preparation of project progress updates and annual/final reports by implementers as outlined in the Fund programming cycle and legal agreements;
- Supports the Senior Fund Manager and the Coordination Specialist in any outreach, marketing and communication initiatives as needed;

### **Coordination and reporting Analyst**

- Manages the planning of the Executive Board meetings; and produces, in coordination with the Chair, the EB agenda; archives all Executive Board decisions and communications; Monitors action points and reports back to the Executive Board;
- Drafts supportive documentation, technical notes, speeches and similar;
- Communicates decisions to the concerned stakeholders, in close cooperation with grant and investment window partners;
- Production of the consolidated annual report that compiles impact assessments, reports, and lessons learned from implementing partners and the Investment Manager into a single cohesive document with summaries and recommendations
- Leads event planning including managing communications and coordination with event organizers;
- Produces articles and stories on Fund results and any other developments;
- Responsible for producing fundraising materials for events and outreach;
- Lead on ensuring branding standards of the Fund are maintained;
- Keeps track of and manages all activities' related information and relevant files in a single share drive or online tools available to all members of the Executive Board;
- Manages contacts database and mailing lists;
- Carries out administrative tasks as needed.

As mentioned above, the Global Team will be supported by technical specialists from the participating UN agencies and Investment Window partners. Below is a summary of the principal support:

#### **United Nations Environment Programme (UNEP)**

- Develop the global Monitoring and Evaluation strategy of the GFCR and mobilise network for baseline studies, monitoring and evaluation as needed.
- Provide an understanding of the local environmental conditions and baseline data for potential project areas.
- Provide the Global Team access to UNEP's wide network of coral reef, marine and climate scientists.
- Keep the Global Team informed on scientific and technical developments related to coral reefs.
- Review and provide a recommendation on project proposals with special focus on environmental context and potential impact at the request of the Global Team.
- Identify and recommend implementing partners and sources of co-financing.
- Support fundraising efforts as needed.

See specific project document developed by UNEP for the M&E and Scientist group.

#### **United Nations Capital Development Fund (UNCDF)**

- Review and provide a recommendation on project proposals with special focus on financial instruments and blended finance at the request of the Global Team.
- Review financial reporting from the Investment Window and provide feedback to the Global Team.
- Identify and recommend implementing partners and sources of co-financing.
- Support fundraising efforts as needed.

#### **BNP Paribas and Mirova**

- Collaborate closely with the Global Team on day to day and partnership management of the GFCR.
- Identify and present to the Global Team investment opportunities aligned with the GFCR Theory of Change.
- Review and provide a recommendation on project proposals with special focus on financial structuring and investment viability at the request of the Global Team.
- Financial reporting of supporting initiatives and assist in development of a single cohesive report of the Global Team annual report and Investment Window annual report for the Executive Board.
- Communicate priorities, recommendations and concerns of the Investment Committee to the Global Team.

#### **Multi-Partner Trust Fund Office (MPTFO, UNDP)**

The UN MPTFO will host the GFCR Fund Global Team as a neutral pooled-funding service provider to the UN System.

#### **Service Offer of the Multi-Partner Trust Fund Office**

In addition to high quality fund design and administration services, the MPTF Office also provides Fund secretariat support to flagship UN inter-agency pooled funds. These services include ad-hoc support during the design, launch, and operationalization of new multi-partner trust funds as well as hosting fund secretariats and management units, all of which are considered critical factors for the success of a fund. The MPTF Office also provides guidance, tools, and templates for secretariats once established and is currently finalizing its new digitized platform, which includes a full grants and results based management system for fund secretariats that will help them to substantially streamline their management procedures and provide seamless and efficient integration with MPTFO's fund administration function.

Hosting services provide a fund secretariat with a neutral administrative host within the UN system providing timely and reliable services in operations management and oversight encompassing finance, human resources, procurement and administration. The function is conducted according to the Financial Regulations and Rules, operations policies and procedures of UNDP; and based on a strong internal control framework with a standard separation of functions between MPTFO and the hosted secretariat. Hosting services operate on a full cost recovery basis charged as a direct cost to the MPTF.

#### **Accountabilities and division of responsibilities**

A clear division of responsibilities and internal control framework has been put in place in MPTFO to ensure appropriate checks and balances and to avoid real or perceived conflicts of interest, with separate MPTF Office staff performing the Administrative Agent function and supporting secretariat hosting functions. Additional commentary is provided in the following section. Furthermore, the core Administrative Agent/Trusteeship functions of MPTFO are firewalled from all UN Participating Organizations, including UNDP.

Finance: All contractual arrangements will be administered under UNDP's Financial Regulations and Rules and in accordance with the Internal Control Framework (ICF) of the MPTF Office. Under delegation from the Executive Coordinator – MPTFO/UNDP, the Head of the GFCR Global Team will be assigned the Project Manager function and accountability which enables the Global Team to manage the budget under the ProDoc. The MPTF Office will retain accountability for the Approving Officer and Buyer functions to maintain appropriate oversight and segregation of duties for the project. All payments will be made under standard UNDP policies and procedures through the MPTF Office, where applicable.

Human Resources: All standard UNDP HR functions, such as performance management, learning and development and contract management will be overseen and/or performed by the MPTF Office. Contract management will be conducted in line with the UN Staff Regulations and Rules, UNDP's HR policies and procedures.

Procurement: The Fund Secretariat will develop all technical requirements for Terms of Reference and lead in the selection process. The MPTF Office will facilitate all procurement processes under the procurement policies and procedures of UNDP, through its dedicated operations unit, including issuing and monitoring all contracts and purchase orders. As noted above, the Buyer and Approving Officer roles under the Internal Control Framework will be executed by MPTFO staff separate from staff performing the Administrative Agent function.

Administration: Administration covers physical space, asset management, travel and other tasks administrative in nature. The Global Team will be housed in New York City HQ The MPTF Office will assume accountability under its business unit for asset management, payment of rent, and approval and monitoring of travel.

#### **Cost recovery for hosting services**

As determined by its establishment protocols and delegations, the MPTFO operates on a full cost recovery basis to avoid cross-subsidization from any other institutional budget funding. The office is fully self-financed and is firewalled from all other units of UNDP. The MPTF Office provides support to fund secretariats on a direct cost basis to the MPTF to ensure there is also no cross-subsidization between fund design and administration services on one hand and hosting services to fund secretariats on the other.

For year one, the budget for MPTFO administrative hosting services to the GFCR Global Team is included as a direct cost to the fund, as stated in the budget in section 4. For year one, services will comprise activities related to providing HR, procurement and administrative support to rapidly establish the fund secretariat, administer all personnel and put contracts and management capacity in place. The MPTF Office utilizes a local price list to determine costs to a project, based on actual services performed.

### 3. Annual Work Plan

The table below lists the primary operational Global Team outputs for year one. This is not a complete or final list as outputs may be added and revised.

Operational Outputs	Delivery of Output
<b>Strategic Programming Programming Cycle effectively Managed</b>	
Finalize investment plan	May 2021
Revise and finalize Results Framework and KPIs	May 2021
Develop Standard Operations Manual and templates	May-June 2021
Finalize the review of the initial portfolio (Fiji, Ph, etc.)	March-April 2021
Support delivery of GCF Concept Note and full proposal	Concept Note: February Full Proposal: Q3/Q4 2021
Support the development of the M&E framework by UNEP	April 2021 - April 2022
Support the establishment of the Investment Window	April-September 2021
Support for additional identification of pipeline projects and technical assistance efforts to mature pipeline with a target to have up to +/-30M\$ investment ready by mid-2020	All year
<b>Fund Governance Quality advisory and operational support provided</b>	
Support up to 4 Executive Board meetings and prepare associated material	All year
Provide recommendations to Executive Board on first programmes for priority implementation and funding	June-July 2021
Develop rule of procedures for the EB and support the Chair on-boarding	April 2021
Implement any recommendation from the EB and report back	All year
Carry on 8 assessments of potential Non-UN implementing partners	All year
<b>Fundraising and Communications Support to outreach, communications and resource mobilization contributing to the improvement of overall results of the Fund</b>	
Finalize and support the implementation of the Fundraising strategy for 2021	April 2021
Develop a presentation deck for public event in addition to the Brochure and update in 2022	April 2021 – February 2022
High-level event planning for 2021-2022 and pledging events	All year
Maintain the database of partners and constantly engage with them	All year
Coordinate the collective efforts of the partners to capitalize the Fund	All year
Participate in Ocean Forum and present the Fund to the public	All year
Finalize the website content and all communication products	All year
Produce articles on Fund developments and programming	All year
Produce annual work plans depending on budget availability for the 10-year lifetime of the Fund	February 2022



**4. Budget**

	<b>Year one USD</b>
<b>Staff and Personnel costs</b>	
Head of Fund Secretariat	126,000
Programme Specialist	124,250
Programme Analyst	197,000
Coordination Manager	65,000
Programme Associate	36,625
Communications capacity	20,000
<b>Total staff and personnel</b>	<b>568,875</b>
<b>Contractual costs</b>	
Contractual services	40,000
Travel	59,207
Supplies, equipment and connectivity	6,640
General operating and other direct costs	110,325
<b>Total direct costs</b>	<b>785,047</b>
<b>Indirect costs</b>	54,953
<b>Total Secretariat Direct Cost budget</b>	<b>840,000</b>

**Notes on the budget of the GCRF Secretariat****Staff and personnel costs**

- Head of Fund Secretariat on a part time basis for year one, subject to capitalization
- Programme Specialist
- Programme Analyst
- Programme and operations support based on fund needs
- The budget for personnel is reflected using the current UNDP proforma costs for a variety of staff and personnel contracts for 2021 with an estimated 3 % increase per year for 2022.
- The operations strategy to enable a rapid startup of the Fund will be defined by the Participating Organisation hosting the fund secretariat and is expected to include flexible arrangements allowable within the United Nations Staff Regulations and Rules for the first year. This includes the use of temporary assignments (up to 1 year), detailed assignments (up to six months), Non/Reimbursable Loan Arrangements with other UN entities, hiring of UNVs or International Professional Service Arrangements (IPSA), where applicable. Where these arrangements are not feasible, standard post and recruitment approval procedures will be used.

- All personnel positions must be fully funded for the duration of the contract prior to initiating HR arrangements. In year one in setting up a Fund secretariat, the majority of contracts will be for 12 months (even if part time in year one), even where these contracts may end after the end date of this project. The start date and therefore the end date is determined by the on-boarding or release date and not the project on date. Should the project be extended into year two, any personnel contract extensions will be aligned to the year two project end date, even where this extension may be less than 12 months.

#### **Contractual services:**

This budget line will fund short term consultancies where expert engagement is needed, this may cover areas such as assessments for evaluating NGOs for direct access; inputs required to support the GFCR Executive Board meetings; or communications (including printing and translation if necessary).

#### **Travel**

Travel for the primary fund secretariat personnel is foreseen in the latter part of 2021 or early 2022 subject to the changing nature of the COVID-19 pandemic to support the rapid start-up of the fund.

#### **Supplies, Equipment and connectivity**

This budget line includes IT equipment for all personnel (or assigned costs related to the duration of the assignment) and associated connectivity costs, and general supplies to support the functioning of the Fund Secretariat

**General Operating and other direct costs:** This budget line includes other direct costs such as premises or meeting space later in 2021/2022 (subject to the changing nature of the COVID 19 pandemic) and operations management and support costs in HR, IT and procurement related to administrative hosting of the fund and the need for strong management services. These costs are estimates at this time based on the operations needs of the GCFR and a standard local price list for services. Actual costs will be charged up to the budgeted amount based on services delivered. The Fund Secretariat will remain virtual initially due to the COVID-19 pandemic but will rent space periodically later in 2021 to foster the collaboration and team efficiency needed to support the start-up of the Fund.