



# GLOBAL FUND FOR CORAL REEFS

## UN GLOBAL TEAM 2022 & 2023 WORK PLAN AND DIRECT BUDGET

<b>Project Title:</b> UN Global Team of the Global Fund for Coral Reefs	<b>Recipient UN Organisation(s):</b> UNCDF						
<b>Project Contact:</b> Pierre Bardoux Chesneau UN MPTF Office, Head of GFCR UN Global Team	<b>Project Location:</b> Global						
<b>Project Description:</b> The UN Global Team (UNGT) supports the GFCR Executive Board and is composed of a core management team (GFCR Secretariat) and technical advisors. The UNGT is co-hosted by the three UN Participating Organizations (UNCDF, UNDP and UNEP) and works in close collaboration with Pegasus Capital Advisors (GFCR Equity Fund asset managers) and the UN MPTF Office (MPTFO) in its Administrative Agent mandate of the Grant Fund. The narrative describes UNGT's priority activities for the second and third year as well as a 2-year direct operational budget, and the updated UN Global Team structure and functions. The ProDoc will be revised as needed, to provide continued funding support subject to needs.	<b>UNCDF PROJECT COST</b>  <table border="0"> <tr> <td><b>2022-23 Project Cost:</b></td> <td style="text-align: right;"><b>\$ 426,034</b></td> </tr> <tr> <td><b>2023-24 Project Cost:</b></td> <td style="text-align: right;"><b>\$1,810,513</b></td> </tr> <tr> <td><b>Total Budget (4/2022- 3/2024):</b></td> <td style="text-align: right;"><b>\$2,236,547</b></td> </tr> </table> <b>Add. UN Global team component:</b> <ul style="list-style-type: none"> <li>• UNDP (Project 00128244) Knowledge Management</li> <li>• UNEP (Project 00126260) M&amp;E</li> <li>• UNDP/MPTF Office (Project 00126373) Secretariat a.i</li> </ul> <b>Proposed Project Start Date:</b> 1 <sup>st</sup> April 2022 <b>Proposed Project End Date:</b> 31 <sup>st</sup> December 2030	<b>2022-23 Project Cost:</b>	<b>\$ 426,034</b>	<b>2023-24 Project Cost:</b>	<b>\$1,810,513</b>	<b>Total Budget (4/2022- 3/2024):</b>	<b>\$2,236,547</b>
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<b>Total Budget (4/2022- 3/2024):</b>	<b>\$2,236,547</b>						
<b>Key expected outcomes</b> <ol style="list-style-type: none"> <li>1. Expansion and successful implementation of programmes.</li> <li>2. Increased resources mobilization directed towards coral reef conservation efforts.</li> <li>3. Robust reporting, monitoring and evaluation allow GFCR to assess its impacts and adapt.</li> <li>4. Communication materials and activities position GFCR as leader on SDG-14 and blended finance.</li> <li>5. Strong partnerships strengthen GFCR coalition.</li> <li>6. Governance, operational structure and procedures effectively support GFCR goals.</li> </ol>							

**Representative of the United Nations in the GFCR Executive Board**

United Nations Development Programme

Andrew Hudson, Head of Water and Ocean Governance Programme

DocuSigned by:  
**REDACTED** Date: 10-Mar-2022  
Signature: \_\_\_\_\_

**Recipient UN Organisation and signatory: UNCDF**

Preeti Sinha

Executive Secretary, UN Capital Development Fund

DocuSigned by:  
**REDACTED**  
Signature \_\_\_\_\_  
Date 10-Mar-2022

**BUDGET BY UNDG CATEGORY**  
**UNCDF**

<b>UNDG Categories</b>	<b>2022-23</b>	<b>2023-24</b>	<b>TOTAL</b>
<b>1. Staff and other personnel</b>	\$ 377,163	\$ 1,072,013	\$ 1,449,176
Head of Global Team	\$ 157,500	\$ 168,422	\$ 325,922
Deputy Head	\$ -	\$ 321,300	\$ 321,300
Strat Engagement & Comms Specialist	\$ 219,663	\$ 219,663	\$ 439,326
Programme Analyst	\$ -	\$ 181,314	\$ 181,314
Ops & Coordination Analyst	\$ -	\$ 181,314	\$ 181,314
<b>2. Supplies, Commodities, Materials</b>	\$ 5,000	\$ 6,200	\$ 11,200
<b>3. Equipment, Vehicles, and Furniture (including Depreciation)</b>	\$ -	\$ 14,000	\$ 14,000
<b>4. Contractual services</b>	\$ -	\$ 275,738	\$ 275,738
Harmonised Assessment for Cash Transfer	\$ -	\$ 31,500	\$ 31,500
Communications	\$ -	\$ 26,000	\$ 26,000
Operational & support contracts	\$ -	\$ 209,238	\$ 209,238
Miscellaneous	\$ -	\$ 9,000	\$ 9,000
<b>5. Travel</b>	\$ -	\$ 159,118	\$ 159,118
Programme & M&E travel costs	\$ -	\$ 60,000	\$ 60,000
Communications, Visibility, and Outreach	\$ -	\$ 33,000	\$ 33,000
Executive and Advisory Board Meetings	\$ -	\$ 54,118	\$ 54,118
General Operating & Other Travel Costs	\$ -	\$ 12,000	\$ 12,000
<b>6. Transfers and Grants to Counterparts</b>	\$ -	\$ -	\$ -
<b>7. General Operating and other Direct Costs</b>	\$ 16,000	\$ 165,000	\$ 181,000
Office costs	\$ 16,000	\$ 56,000	\$ 72,000
Other direct costs	\$ -	\$ 109,000	\$ 109,000
<b>SUBTOTAL DIRECT COST</b>	\$ 398,163	\$ 1,692,068	\$ 2,090,231
<b>Indirect Cost</b>	\$ 27,871	\$ 118,445	\$ 146,316
<b>TOTAL</b>	\$ 426,034	\$ 1,810,513	\$ 2,236,547

## DETAILED BUDGET

### STAFF

Year	Title / Position	Duty Station	Estimate Cost
2022	Head of Global Team	USA, New York	\$ 157,500
2022	Strat Engagement & Comms Specialist	Switzerland, Geneva	\$ 219,663
2023	Head of Global Team	Switzerland, Geneva	\$ 168,422
2023	Deputy Head	Switzerland, Geneva	\$ 321,300
2023	Strat Engagement & Comms Specialist	Switzerland, Geneva	\$ 219,663
2023	Programme Analyst	Switzerland, Geneva	\$ 181,314
2023	Ops & Coordination Analyst	Switzerland, Geneva	\$ 181,314
			\$ 1,449,176

### GOVERNANCE

Year	Item	UNDG Budget Category	Subtotal
2023	Advisory & Executive Board Meetings	5. Travel	\$ 54,118
2023	Advisory & Executive Board Meetings	4. Contractual services	\$ 9,000
			\$ 63,118

### PROGRAMMING

Year	Item	UNDG Budget Category	Subtotal
2023	Mission trips	5. Travel	\$ 60,000
2023	HACT Assessments & other contractual items	4. Contractual services	\$ 31,500
			\$ 91,500

### STRATEGIC ENGAGEMENT & COMMUNICATIONS

Year	Item	UNDG Budget Category	Subtotal
2023	General event activities/expenses	4. Contractual services	\$ 18,000
2023	Event Travel	5. Travel	\$ 17,000
2023	Strategic Engagement Travel	5. Travel	\$ 16,000
2023	Graphic design / website update	4. Contractual services	\$ 4,000
2023	Promotional tools (video, banners, cards, etc.)	4. Contractual services	\$ 4,000
2023	Event Banners	2. Supplies, Commodities, Materials	\$ 1,200
			\$ 60,200

### OTHER DIRECT COSTS & OPERATIONS

Year	Item	UNDG Budget Category	Subtotal
2022	Office space cost	7. General Operating and other Direct Costs	\$ 16,000
2022	Office supplies	2. Supplies, Commodities, Materials	\$ 5,000
2023	Administrative Costs	7. General Operating and other Direct Costs	\$ 70,000
2023	Office space cost	7. General Operating and other Direct Costs	\$ 56,000
2023	Laptop and other hardware	3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 14,000
2023	Office moving costs	7. General Operating and other Direct Costs	\$ 15,000
2023	New York <-> Geneva trips	5. Travel	\$ 12,000
2023	Intern and support	7. General Operating and other Direct Costs	\$ 24,000
2023	Office supplies	2. Supplies, Commodities, Materials	\$ 5,000
2023	Media Engagement Specialist (Part-time, remote)	4. Contractual services	\$ 58,862
2023	IPSA-8 Retainer, Comms + buffer	4. Contractual services	\$ 77,217
2023	Programme Expert Consultant	4. Contractual services	\$ 73,159
			\$ 426,238

## UN GLOBAL TEAM 2022 & 2023 WORK PLAN AND DIRECT BUDGET

### I. Introduction

The Global Fund for Coral Reefs (GFCR), launched during UNGA75 in September 2020, is the first and only blended finance instrument dedicated to coral reefs globally. To protect coral reefs from extinction, the GFCR:

- Convenes a global coalition of partners dedicated to bridging the coral reef funding gap;
- Facilitates an innovative ‘Reef-Positive Investment Ecosystem’<sup>1</sup> with an array of financial tools designed to incubate, de-risk and unlock public and private market-based investment aligned to coral reef climate refugia conservation; and
- Offers an implementation tool for national marine biodiversity conservation and blue economic transition ambitions.

The GFCR is designed to mobilise and catalytically deploy an initial \$625 million through two core fund financial vehicles of the Investment Ecosystem, the Grant Fund and Equity Fund, to expand and diversify the SDG14 funding landscape for reef-positive solutions. Through its blended finance focus, GFCR supports developing countries to mobilise the resources and action needed to support their national priorities and deliver their coral reef-related commitments under the anticipated Convention on Biological Diversity (CBD) Post-2020 Global Biodiversity Framework as well as advancing ecosystem-based adaptation actions supported by the UN Framework Convention on Climate Change as well as the CBD.

GFCR resources are deployed across the Investment Ecosystem under a single guiding Theory of Change. Through reef-positive solutions aimed at addressing drivers of reef degradation, the ‘protect-transform-restore-recover’ approach facilitates adaptation by strengthening resilience of coral reef “climate refugia”<sup>2</sup> and coastal communities. Emphasis is placed on geographies that are crucial for preventing reef extinction, supporting high levels of biodiversity, and providing critical ecosystem services for local coastal communities, including LDCs and SIDS in Southeast Asia, the Pacific, the Caribbean and the Indian Ocean.

In its 2022 – 2023 Work Plan, the United Nations Global Team (UNGT) will build upon key 2021 accomplishments including, but not limited to:

- **GFCR Design and Governance**
  - 23 Executive Board year one decisions issued
  - Delivery of GFCR Investment Plan
  - Establishment of the UN Global Management Team by completing the hiring process of core staff
  - Approval of Advisory Board terms of reference and advancement of selection process
  - Establishment of GFCR Equity Fund Investment Team (under Pegasus Capital Advisors) (expected in Q1 2022).
  - Advanced negotiation of MOU terms with Pegasus Capital Advisors.
- **Programmes**

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<sup>1</sup> Reef-positive – Interventions that contribute to coral reef health, coverage, and resilience, support associated communities, or otherwise mitigate local or global drivers of reef degradation. These interventions can include finance, business activities, and finance instruments.

<sup>2</sup> Coral reef habitats with favourable environmental conditions that indicates resilience to anthropogenic climate change and that may offer safe havens for threatened species

- Development of GFCR programme pipeline demonstrated through approval of seven priority ecosystem Concept Notes
  - Approval and launch of programmes in The Bahamas, Fiji, Kenya and Tanzania, Papua New Guinea, and the Philippines (US \$24.2M approved).
  - Initiation of the process to expand the portfolio to include 22 programmes in total
  - Delivery of 17 Non-Objection Letters in support of the GFCR Equity Fund GCF application
  - Development and initial delivery of Convening Agent Webinar Series
  - Development of reporting templates
- **Resources Mobilisation & Strategic Engagement**
    - Grant Fund - As of 31 December 2021, total commitments and pledges amount to US \$26.5m
    - Equity Fund – successful proposal submission to the Green Climate Fund (GCF) resulting is US \$125m to support the first-loss junior tranche GFCR Equity Fund.
    - Establishment of two Institutional Partnerships (with ORRAA and IUCN) to promote collaboration through i) co-implementation and co-financing to support GFCR priority ecosystem programmes, and ii) synergies on resources mobilisation and engagement in international events.
- **Communications**
    - Delivery of the 2022-2023 Communications Strategy
    - Delivery of numerous event features, articles and press releases
    - Delivery of the Communications Toolkit, including:
      - Branding Guideline
      - Fund Deck
      - Brochure
      - Communications Guidelines for Convening Agents
      - Additional assets and core text

## **II. UNGT 2022 Priorities - Work Plan (April 2022 - March 2024)**

The UN Global Team (UNGT) is composed of a core management team hosted by UNCDF (which currently serves as the Secretariat a.i under the MPTF office) and UNDP/UNEP technical advisors. This project document includes the 2022 and 2023 high-level Work Plan (April 2022 - March 2024), key activities, and direct operational budget (see Section IV below).

It is key to highlight that this two-year work plan is based on the original project document and marks an important shift in the GFCR and UNGT moving from the “operationalization” stage to implementation mode. During 2021 there was a strong focus on building the initial operational structures of the GFCR and designing initial programmes. Due to substantial progress, in 2022 and 2023 there will be strong growth in programmes development accompanied by a significant transition to programmes implementation and supervision with aligned resources mobilisation efforts. Further, emphasis is placed on finalizing the consolidation of UNGT operational structures, as well as coordination and alignment across the two core GFCR vehicles - the Grant Fund and Equity Fund. Therefore, a two-year work plan and direct operational budget will provide greater stability and predictability for planning purposes, particularly given that 17 programmes are anticipated to have already initiated implementation by early 2023 (subject to Executive Board Decision). Securing a strong UNGT capacity to supervise programmes and carry out other activities is key to ensuring overall GFCR success.

The UNGT Annual Work Plan encompasses activities in five key workstreams:

- A. Programme Development and Implementation
- B. Monitoring and Evaluation
- C. Strategic Engagement and Communications
- D. Governance, Policies and Operations
- E. Knowledge Sharing

The table below lists the primary UN Global Team operational outputs for the April 2022 – March 2024 period. Achieving these outputs will be dependent upon sufficient financial resource allocation. Of note, this is not a complete or final listing as high-level outputs may be added and revised. The subsequent narratives by workstream describe the rationale for each area and primary outputs.

**Table 1: Work Plan Summary**

Operational Outputs	Delivery of Output	Lead UNGT Unit
<b>A. Programme Development and Implementation</b>		
<i>Programmes are designed in alignment with the Theory of Change and are effectively implemented.</i>		
<b>Programmes Development</b>		
Support and ensure quality delivery of full programme proposals for the two remaining Round 1 Priority Ecosystem Programmes for Executive Board approval: Maldives – UNDP (June 2022); Solomon Islands – WWF (September 2022))	April 2022- September 2022	Core Team
Finalize selection and individual onboarding of Round 2 Convening Agents and support delivery of all remaining Round 2 Concept Notes (10) to the GFCR Executive Board by the November 2022	April 2022 – November 2022	Core Team
Development and approval of Round 2 full proposals that bring the number of programmes to 22	April 2022 - December 2023	Core Team
Complete at least 7 financial due diligence assessments of potential non-UN implementing partners	April 2022 -March 2024	Core Team
Support the development of Safeguards and Gender Policies and Risk Management System	April - May 2022	UNDP
<b>Programme Implementation</b>		
Exercise overall GFCR Grant Fund portfolio oversight and ensure Convening Agents and partners implement programmes according to approved Programme Documents and GFCR M&E Strategy by providing technical support, establishing regular implementation supervision mechanisms (e.g., teleconference, supervision missions) and participating in programme steering committees as needed	April 2022 – March 2024	Core Team
Manage and facilitate Convening Agents’ Annual Reporting and monitor the programmatic and financial performance of each programme.	April 2022 -March 2024	Core Team

<b>Operational Outputs</b>	<b>Delivery of Output</b>	<b>Lead UNGT Unit</b>
Support Convening Agents in accessing capital resources from the growing GFCR network and database of financing for the development and scaling of reef-positive solutions (grant and investment co-finance)	April 2022 -March 2024	Core Team
Support Convening Agents in adapting implementation to adhere and take advantage of advancements in coral reef science, conservation, restoration and development of reef-positive livelihoods	April 2022 – March 2024	UNDP/UNEP
Support the implementation and assessments for needs of GFCR Blue Bridge service.	April 2022 -March 2024	Core Team
Ensure Convening Agents submit timely and complete narrative and financial reports.	April 2022 -March 2024	Core Team
Ensuring GFCR programmes are aligned and support government national priorities which in turn support countries’ international commitments, including through the CBD and UNFCCC	April 2022 - March 2023	Core Team
<b>Coordination with Equity Fund</b>		
Work with the Equity Fund to identify pipeline opportunities to be supported by the Grant Fund for potential Equity Fund investment, and better define sector modalities interventions. Ensure complementarity and synergy between GFCR Convening Agent programmes and Equity Fund investments	April 2022 -March 2024	Core Team
Develop a strategy with the Equity Fund to expand the GFCR Investment Ecosystem approach by identifying additional instruments and partnerships that can support GFCR objectives and be linked to the core two GFCR financial instruments	April 2022 - September 2022	Core Team
<b>B. Monitoring and Evaluation</b>		
Ensure Convening Agents have the ability to successfully apply the GFCR Monitoring and Evaluation Framework and Indicators in programme design and implementation	April 2022 -March 2024	UNEP
Manage the Scientific and Technical Advisory Group on Monitoring and Evaluation (STAG) and implement adaptive management into the GFCR M&E strategy	April 2022 -March 2024	UNEP
<b>C. Strategic Engagement and Communications</b> <i>Resources mobilisation, partnerships, government engagement, and communications serve as key tools that contribute to overall GFCR success.</i>		
<b>Resources Mobilization &amp; Donor Partnership</b>		
Finalize Joint Resource Mobilisation Strategy for 2022-2023	April 2022	Core Team



<b>Operational Outputs</b>	<b>Delivery of Output</b>	<b>Lead UNGT Unit</b>
Mobilise a total of \$USD 125M in pledges by March 2024 for the Grant Fund, including current and new pledges (ambition subject to change based upon the needs of the programme portfolio)	April 2022 - March 2024	Core Team
Lead sustained engagement with current Member States and philanthropic partners to ensure capitalization of the Grant Fund based on programmatic needs	April 2022 - March 2024	Core Team
Lead sustained engagement with prospective Member State and philanthropic donors in accordance with the Resource Mobilisation Strategy	April 2022 - March 2024	Core Team
Finalize contractual commitments with Canada	April 2022	Core Team
Secure at least 1 new member state and 2 new philanthropic partners as donors to the Grant Fund	April 2022 – March 2024	Core Team
Coordinate resource mobilization efforts with Equity Fund team	April 2022 - March 2024	Core Team
<b>Programme Country Government Engagement</b>		
Engage relevant programme country national CBD and UNFCCC focal points through briefing sessions, event engagements and opportunities for the recognition of GFCR programme alignment to national priorities	April 2022 - March 2024	Core Team
Develop coordinated recipient country government relationships with Convening Agents and Equity Fund Team, to ensure understanding of GFCR objectives and GFCR activities implementation.	April 2022 - March 2024	Core Team
<b>Strategic &amp; Institutional Partnerships</b>		
Conclude mapping exercise with year one institutional partners to identify common areas of work and formalize areas of work, with a particular focus on co-programming / co-financing, and initiate work plans implementation	May 2022	Core Team
Maintain the database of strategic and institutional partners and constantly engage with them	April 2022 - March 2024	Core Team
Formalize at least two additional institutional partnership based on scoping process, including multilateral agencies, NGOs and other potential partners	March 2024	Core Team (with UNDP collaboration)
<b>Communications</b>		
Communicate the Fund's profile, position and coalition partners online and through events ensuring a well-branded visual identity	April 2022 - March 2024	Core Team
Maintain an updated a communications toolkit platform	April 2022 - March 2024	Core Team

Operational Outputs	Delivery of Output	Lead UNGT Unit
Publish quarterly newsletters	April 2022 - March 2024	Core Team
Develop content streams and publish through social media platforms managed by a content calendar	April 2022 - March 2024	Core Team
Maintain updated public relations materials such as slide decks, brochure, programme overview, and Fund update briefs	April 2022 - March 2024	Core Team
Conduct media outreach and facilitate features, interviews, etc.	April 2022 - March 2024	Core Team
Maintain an updated Fund website (including integrating Knowledge Management Platform)	April 2022 - March 2024	Core Team
Develop and showcase demonstration stories based on programme innovation, activities, results, etc.	April 2022 - March 2024	Core Team
Ensure wide visibility for GFCR through UNDP, UNEP and UNCDF priority events and through public recognition/support by UN high-level leadership	April 2022 - March 2024	UNDP, UNEP and UNCDF
Maintain updated Convening Agent Communications Guidelines, including guidelines for event planning and implementing partners, as well as hosts communication sessions through programme Webinars and meetings	April 2022 - March 2024	Core Team
Identify and activate "Coral Champions": global network of key opinion leaders and conservation heroes willing to champion the need for scaled coral reef action and the GFCR	April 2022 - March 2024	Core Team
<b>Priority events</b>		
Ensure GFCR is showcased in at least 3 international events / conferences annually (See priority events list below for 2022)	April 2022 - March 2024	Core Team
<b>D. Governance, Policies, and Operations</b> <i>Effective governance, policies and operational procedures support GFCR's institutional sustainability.</i>		
<b>Governance</b>		
Support up to 8 Executive Board meetings and prepare associated materials	April 2022 -March 2024	Core Team
Support up to 4 Advisory Board meetings and prepare associated materials	April 2022 -March 2024	Core Team
Support onboarding of new EB and AB members	April 2022 -March 2024	Core Team
Implement recommendations from the EB and report back	April 2022 -March 2024	Core Team
Ensure implementation of MOU with PCA and manage day-to-day coordination with PCA and Equity Fund Team	April 2022 -March 2024	Core Team
Identify and develop areas of GFCR Terms of Reference that require amendments based on GFCR evolution	April 2022 -March 2024	Core Team

Operational Outputs	Delivery of Output	Lead UNGT Unit
<b>Policy Architecture</b>		
Ensure proper implementation of the Safeguard and Gender Policies and Risk Management System	April 2022 -March 2023	UNDP
Ensure UNDP and UNEP submit timely and complete technical and financial reports of GFCR projects that support the establishment of the Policy Architecture	March 2023	Core Team
<b>Operations</b>		
Consolidate Secretariat, including transitioning permanent office to Europe	January 2023	Core Team
Finalize and ensure proper implementation of Operational Manual and expand it based on an assessment of areas of improvement.	November 2022	Core Team
Publish GFCR 2021 Annual Report	May 2022	Core Team
Produce GFCR UNGT Project Document Yearly Activity Report	February 2023 & 2024	Core Team
Publish GFCR 2022 Annual Report	May 2023	Core Team
Review Investment Plan in light of GFCR's 2021 accomplishments and expected evolution	November 2022	CFA (with UNDP and core team support)
Update Investment Plan	March 2023	CFA (with UNDP and Core team support)
<b>E. Knowledge Management and Sharing</b> <i>Knowledge sharing provides tangible added value on experiences and lessons learned to all GFCR stakeholders</i>		
<b>KORAL (Knowledge Platform)</b>		
Monitor progress on KORAL development, including ensuring the platform's integration and linkages with all GFCR's working streams and financial instrument	December 2022	Core Team
Work with UNDP/CFA to define KORAL's institutional and financial sustainability strategy	September 2022	UNDP
Work with UNDP/CFA to orient Convening Agents KORAL's benefits for them to access and role in information input	September 2022	UNDP
Ensure implementation and actively manage KORAL	January 2023 – March 2024	UNDP
<b>GFCR Knowledge Exchange Sessions</b>		
Deliver Phase I of Convening Agent Knowledge Exchange Sessions	April - July 2022	Core Team
Deliver Blended Finance Workshop for Convening Agent	April 2022	Core Team
Design Phase II of GFCR Knowledge Exchange Lessons	July 2022	Core Team / UNDP
Deliver sessions for Convening Agents specifically targeting deep dives on GFCR investment principles, monitoring and evaluation strategy and framework; and environmental safeguards and gender policies, and risk management systems	July 2022	UNDP/CFA

Operational Outputs	Delivery of Output	Lead UNGT Unit
Deliver sessions focused on Convening Agents exchanges among themselves, and with GFCR institutional and other partners to promote synergies, highlight successful/replicable models identified through programmes, including opportunities for co-funding and co-programming with GFCR	July 2022 - March 2024	UNDP/CFA

#### A. Programme Development and Implementation

In 2022, GFCR's programme development is expected to grow significantly in accordance with the Executive Board decision taken in September 2021 (3<sup>rd</sup> EB Meeting) which mandated an additional ten (10) country and three (3) regional programmes be pursued. The addition of these programmes will result in a total of 22 GFCR programmes. Expected Round 2 programmes concepts and full proposals include:

- |                       |               |  |
|-----------------------|---------------|--|
| 1. Brazil             | 5. Madagascar | 10. Viet Nam                           |
| 2. Colombia           | 6. Malaysia   | 11. Gulf of Aqaba                      |
| 3. Dominican Republic | 7. Mozambique | 12. Micronesia                         |
| 4. Indonesia (#2)     | 8. Seychelles | 13. Polynesia and Eastern<br>Melanesia |
|                       | 8. Sri Lanka  |  |

Annex II includes an initial timeline for programme concepts and full proposals development. This timeline is subject to change depending on UNGT technical review outcomes, contextual factors, resource availability, and Executive Board decisions.

During this work plan period, programmes activities of the UNGT will also be characterized by a strong shift to programme development, including support to and oversight of Convening Agents, and portfolio implementation and supervision, including reporting, as well as alignment with the GFCR Equity Team to ensure, from the inception of programme development, identification of pipeline opportunities are co-supported by the Grant Fund and Equity Fund. The coordination with the Equity fund Team will also entail dedicated follow-up with Convening Agents to ensure their understanding of the relationship and benefits of GFCR's core financial vehicles. Further coordination by the core team will include identifying complementarities and synergies with GFCR Institutional Partner priorities for co-implementation and co-financing, as well as connecting programme pipeline to the growing network of investors in the ocean space.

In addition, with the expected conclusion of the design of key policies and frameworks, including investment principles, monitoring and evaluation, safeguards, gender and risk management; the UNGT work will also concentrate on ensuring that currently approved and new Convening Agents integrate these into their work and programme designs. As a result of GFCR's rapid evolution during 2021, the Investment Plan will also be updated to serve as an additional reference and tool to support Convening Agents throughout programme design and implementation.

#### B. Strategic Engagement and Communications

GFCR's Strategic Engagement and Communications approach includes the following inter-related areas of work:

- Resources mobilization

- Recipient countries government engagement
- Partnerships
- Communications
- Priority events

GFCR activities under this workstream are carried out in an integrated manner. In addition, engagement in priority events accelerates visibility for GFCR's position as tool for (1) developing countries to implement national marine biodiversity ambitions, (2) closing the coral reef funding gap and (3) demonstration of the power of blended finance vehicles to face biodiversity and climate-related challenges.

### Resources Mobilization

The work plan period will be a crucial to accelerate the GFCR resources mobilization efforts. These efforts in turn are critical to ensure the development of GFCR programmes which effectively link and are supported by the GFCR Grant and Equity Funds. As the programme portfolio develops, the Global Team will clearly demonstrate the need for the increased resources required to effectively design and implement the reef-positive solutions envisioned by the GFCR Terms of Reference. In addition, resources mobilisation efforts during this period will also focus on close collaboration and coordination between the GFCR UNGT and the Equity Fund team. In essence, the success of the Grant Fund and Equity Fund resources mobilisation efforts hinge upon each other's mutual support and needs presentation.

Taking the above into account, moving forward, the teams of the two GFCR core vehicles will simultaneously implement a joint GFCR Resource Mobilization Strategy (see Annex II), including two-interconnected and tailored plans for securing sequenced GFCR donor contributions (grant funding, de-risking tools, etc.) and private investment. The complimentary plans will work to mobilise resources according to portfolio needs under unified GFCR objectives. The Strategy will be considered a working strategy, with periodic amendments to take placed based upon the experiences and lessons learned of the UNGT and partners.

Specifically for the Grant Fund, the GFCR UNGT will shift fundraising resource mobilisation efforts from the 2020/2021 'initial contribution stage' into a reliable funding model by seeking multi-year pledges from donors based on the determined multi-year programme portfolio needs. For the 2022 Annual Work Plan, the Secretariat has set two fundraising resource mobilisation benchmarks for the Grant Fund as part of a phased approach. Initially the Fund endeavours on a 'road to Lisbon' with an aim to secure \$75 million in pledges for the Grant Fund, including commitments to date, by the end of the UN Ocean Conference. A major milestone on this path will include the Our Ocean Conference in Palau (scheduled for April 2022), where calls to action will emphasize the needs of reef ecosystems and set ambitions for acceleration of reef-based commitments in the first half of the year. Following the UN Ocean Conference, the GFCR follows the path, including high-level engagement at CBD COP-15, toward a \$100 million fundraising resource mobilisation target, including commitments to date, for the Grant Fund for UNFCCC COP-27 in Q4. Full capitalization of the initial Grant Fund US \$125m ambition is targeted by March 2024.

During the work plan activities period, the UNGT will prioritize Grant Fund resources mobilization efforts utilizing the following criteria:

#### UN Members States:

- Member States that have a strategic fit – e.g., focus on biodiversity/ocean/climate;
- History of large-scale giving to UN multi-partner trust funds; and
- Members of the International Coral Reef Initiative (ICRI)

#### Philanthropies:

- Philanthropies that have a strategic fit – e.g., focus on ocean/climate (including related priorities e.g., foundations connected to shipping or fishing); and
- Philanthropies that are part of partners’ relevant networks and could follow peers into joining the initiative

<b>Primary 2022-2024 Prospects</b>	<b>UN Members States</b>	<b>Philanthropies</b>
<b>Current Partners</b>	<ul style="list-style-type: none"> <li>• Germany</li> <li>• UK</li> <li>• Canada</li> <li>• France</li> </ul>	<ul style="list-style-type: none"> <li>• Paul G. Allen Family Foundation</li> <li>• Prince Albert II of Monaco Foundation</li> </ul>
<b>New Partners</b>	<ul style="list-style-type: none"> <li>• USA</li> <li>• European Union</li> <li>• Sweden</li> <li>• Japan</li> <li>• Norway</li> <li>• The Netherlands</li> </ul>	<ul style="list-style-type: none"> <li>• Builders Vision</li> <li>• Bezos Earth Fund</li> <li>• BNP Foundation</li> <li>• Packard Foundation</li> <li>• Bloomberg Philanthropies</li> <li>• CREO Syndicate</li> </ul>

\*Subject to change based on additional connections made, interest received, and contextual changes. Timing on engagement may vary and will occur during the year.

### Government engagement

Government engagement is a key aspect of the GFCR Global Team’s strategic engagement efforts and includes both donor governments and recipient countries governments. In the case of donor governments, UNGT’s engagement will be closely aligned with programmatic resources mobilization needs and international policy priorities.

In the case of recipient countries’ governments UNGT activities will mainly concentrate on the following aspects:

- Ensuring GFCR programmes are aligned and support government national priorities which in turn support implementation of countries’ international commitments, including through the CBD and UNFCCC; and
- Ensuring recipient country governments are well informed and have an understanding of GFCR objectives, programme activities and national benefits, in coordination with Convening Agents and the Equity Fund Team.

In both cases, government engagement is also linked to key GFCR strategic or institutional partnerships like the International Coral Reef Initiative (ICRI). In addition, priority events are also crucial for government engagement and represent platforms to showcase government delivery on international commitments and support for national priorities.

It is important to highlight that 2022 represents a particularly key year for GFCR’s government engagement as Germany and Indonesia currently hold the G-7 and G-20 presidencies, respectively. Biodiversity conservation, including ocean action, and interlinked sustainable financing agendas are positioned to be high priorities. This provides a unique opportunity for GFCR to lead as a key resource mobilization and implementation tool.

### Partnerships

The objective of the GFCR’s partnership modality is to promote collaboration in the areas of knowledge

sharing, programmes pipeline identification incubation (including co-programming and co-financing), enabling environment, and communications and strategic engagements, leading to enhanced coral reef conservation and resilience, and sustainable blue economy development in targeted resilient ecosystems.

Building on the accomplishments of 2021 during which GFCR signed institutional partnerships with ORRAA and IUCN and continued to strengthen strategic partnerships with ICRI and the Secretariat of the CBD, the UNGT will focus partnership building and collaboration efforts on opportunities aligned to pipeline development and strategic engagements along the pathway to Lisbon and beyond.

### Communications

The finalization of the GFCR Communications Strategy comes at a critical time as the Fund prepares to accelerate programming launch, scale up resource mobilisation and demonstrate its investment ecosystem approach with clear connections between the Grant and Equity Funds. Communications are a core tool that will not only support resource mobilization efforts, but also other areas of special emphasis such as knowledge sharing and demonstration for the benefit of biodiversity- and climate-related aims. Communications should, therefore, be integrated and coordinated through all substantive areas of the Fund.

To this end, a joint GFCR Communications Strategy has been finalized (See Annex IV). This document includes a set of priority areas that will guide Fund communications throughout 2022 and into early 2023. This document will be considered a working strategy, with amendments that will take the experiences of the Secretariat and partners into account, building upon the Fund's early communications approach, success, and challenges.

### Key Strategic Engagement Events

During 2022, the UNGT aims to lead GFCR's overall engagement in the following priority events:

<b>Priority Events / Meetings</b>	<b>Location/Dates (if available)</b>
Our Ocean Conference	April 2022 / Palau
UN Ocean Conference	June-July 2022 / Portugal
CBD COP-15	TBD / China
UNFCCC COP-27	November 2022 / Egypt
Strategic meetings with donors/partners	TBD

\*Subject to change based on contextual changes, including COVID-19 Pandemic considerations.

This engagement will include coordinated participation efforts with the GFCR Equity Fund Team to ensure a unified GFCR approach. In addition, the UNGT will also work closely with Equity Fund team to coordinate GFCR engagement in strategic engagement events led by the Equity Fund team, including (e.g. World Bank Spring Meetings and others). UNGT support will entail joint event planning, producing/reviewing support documents and event participation as required. Mapping for priority 2023 events will conclude in Q4 2022.

## **C. GFCR Governance, Policies and Operational Structure and Procedures**

### Governance

Supporting effective governance of GFCR is a key function of the UNGT. In 2022, in addition to the already ongoing work the UNGT carries out with the Executive Board, the Global Team will also work with and support the soon-to-be established Advisory Board, which will provide strategic advice to the Executive Board and the Equity Fund's Investment Committee. Efforts of the Global Team will focus on supporting



preparations of Executive Board and Advisory Board meetings as well as ensuring implementation of Executive Board decisions and relevant circulation of issued recommendations.

A key activity of the UNGT during the work plan period will be to ensure the implementation of the MOU with Pegasus Capital Advisors and manage day-to-day activities and coordination with PCA and the Equity Fund Team. A Coordination Committee has already been established and is expected to serve as the main coordination mechanisms with the Equity Fund Team. The Committee has been tasked to coordinate GFCR wide activities related to: i) pipeline development and programmatic linkages between the Grant Fund and Equity Fund, ii) resources mobilization, iii) communications, iv) priority events planning, and iv) a specific working area on Indonesia given its high importance on coral reefs from a conservation and political perspective.

In addition, given the rapid evolution of GFCR in 2021, the UNGT will prioritize the assessment of areas that require to be reviewed in the GFCR's Terms of Reference. This assessment will inform an expected TORs update during 2023.

### Policy Architecture

In 2021, the UNGT began the development of the policy architecture encompassing investment principles, Monitoring and Evaluation Strategy and Framework, Safeguards and Gender Policies, and Risk Management System. During 2022 these frameworks and policies will be finalized and the UNGT will work on ensuring that these are properly implemented by Convening Agents.

### Operations

In 2021, a crucial aspect of the set-up process of the GFCR was the onboarding of the core GFCR UN Global Team (see Section III below for details on updates structure and functions). Building upon this accomplishment, in 2022 the UNGT will finalize by May 2022 'UNGT Consolidation and Permanent Office Establishment Plan'. Currently, the UNGT is not renting any office space in New York and there is no space available within the UN MPTFO offices. The COVID-19 pandemic has impacted the office consolidation process, but it is expected that in 2022 and 2023 the process to establish a permanent GFCR office can be completed.

The Plan will include the following elements

- Refinement of office location analysis including potential strategic partnership, ease of access, space cost estimates and other factors
- Final assessment of how GFCR could partner with UN Members of the GFCR coalition to secure optimal arrangements for the office
- Office establishment operational transition plan

An initial analysis on the matter has found that the best future location for the GFCR office would be in Europe as this provides a central time location that facilitates operational activities of the Fund, including relationship management with Convening Agents, and the GFCR Grant Fund donor base which is predominantly located in Europe, as well as key strategic and institutional partners and other potential partners are also Europe based. Several locations including London, Paris, Bonn, and Geneva are being considered.

In addition to the above, the UNGT will also focus its operational activities on ensuring proper implementation of Operational Manual and expand it based on an assessment of areas of improvement, as well as completing required annual reports and UNGT project document reports.



## D. Knowledge Management and Sharing

The UNGT will focus its knowledge management efforts in two main areas:

- Support the development of the GFCR Knowledge Management Platform (KORAL), and
- Implement, in partnership with Pegasus Capital Advisors, Phase 1 of GFCR Webinars and Training Series.

### GFCR Knowledge Management Platform (KORAL)

In 2021, the GFCR Executive Board approved a project led by UNDP for the design and establishment of the GFCR Knowledge Management platform which will provide cross-cutting services to support all other GFCR workstreams and particularly programmes, and strategic engagement and communications. While under the technical leadership of UNDP and CFA, the GFCR UNGT has been working and will continue to work with UNDP/CFA in 2022 to provide strategic direction on the development of the platform to ensure that it is fully aligned with the wider GFCR objectives and operational needs. A key aspect of the UNGT engagement will be to closely work with UNDP and CFA to define the medium and long-term strategy to ensure the platform's institutional and financial sustainability.

### GFCR Webinar Series

As the GFCR initiative matures and its Grant Fund and Equity Fund continues to become fully capitalized and operational, a need for increased coordination and knowledge sharing among different GFCR stakeholders has been identified. Considering this need, in January 2022, the GFCR launched its Webinars and Training Series that will serve a variety of stakeholders to:

1. Facilitate a better understanding of the GFCR, its objectives and procedures.
2. Support Convening Agents in their programme development, including the development of a pipeline of reef-positive businesses that potentially can be scaled by investment from the Equity Fund.
3. Create and support the development of content that can be shared through communications activities and the GFCR knowledge management platform – KORAL
4. Support the establishment of the GFCR wider coalition by creating spaces for information and lessons learned exchange.

In achieving these objectives, the GFCR Webinar Series will also act as one of the mechanisms to implement the coordination approach outlined in the Memorandum of Understanding (MOU) with Pegasus Capital Advisors. The webinars are expected to become a permanent feature of the GFCR. However, its initial phase is expected to be implemented during the first half of 2022 (January - June 2022). Results of the first phase and additional needs will be considered to design a potential second phase.

## III. UN Global Team Structure and Roles and Responsibilities

Following the completion of the hiring process of Secretariat staff and the onboarding process, this work plan reflects the realignment of the distinct roles and responsibilities of Secretariat staff and UN Agencies technical advisors into one single structure – the UN Global Team (UNGT). The UNGT is thus, a dedicated and consolidated management structure supporting the GFCR Executive Board and administratively hosted by the three UN Recipient Organizations providing hosting services based on their respective mandate. The UNGT has management, technical, and operational expertise, and one of its primary roles is to develop the Fund investment plans and manage approval of Grant Fund programme proposals in accordance with

financial decisions made by the GFCR Executive Board and in open collaboration with partners, including Pegasus Capital Advisors.

The UNGT hub will be based in Europe. The current and new positions would be transitioned from consultants (under the MPTF Office) to professional staff under UNCDF (Core Team), UNEP (M&E) and UNDP (Programme and Knowledge Management). Until the end of 2022, UNGT technical advisory functions provided by UNDP and UNEP are funded through separate dedicated projects with each agency. Starting in 2023, functions and positions will be fully incorporated into the consolidated UNGT staffing budget in the third year.

Section III. A below provides a summary of the principal functions of each of the UNGT members.

## A. UNGT Positions, Roles, and Responsibilities

Position Title	Key Functions
<b>Head, UN Global Team (part-time in year 2 &amp; 3, up to 50%)</b>	<ul style="list-style-type: none"> <li>– Establishes the UNGT vision to achieve the GFCR objectives, including programmes direction.</li> <li>– Leads and manages overall relationship with the Executive Board (EB) and provides strategic advice on Fund investment related matters.</li> <li>– Manages resource mobilisation strategic direction.</li> <li>– Leads overall relationship with the GFCR Equity Fund Team.</li> <li>– Leads the development of the investment plan and proposes funding priorities to the Executive Board.</li> <li>– Ensures communication of the Executive Board decisions to relevant partners, (including eligibility, maximum allocation available, timeline for programming and any specific requirements).</li> <li>– Ensures submission of programme proposals to the Executive Board after the proper appraisal process and makes any relevant management recommendations to the Executive Board.</li> <li>– Represents GFCR at important global, regional and/or national events and meetings.</li> <li>– Manages the UNGT and operational budget.</li> </ul>
<b>Deputy Head, UN Global Team</b>	<ul style="list-style-type: none"> <li>– Advises and supports UNGT Head in managing relationship with the EB and supports preparations for EB meetings.</li> <li>– Leads and manages relationship with the Advisory Board (AB) and preparations of AB meetings, in collaboration with Equity Fund Team.</li> <li>– Manages and ensures alignment and coordination of overall UNGT activities, by providing inputs across GFCR work streams to enable strategic development and direction of the Fund.</li> <li>– Manages operational relationship of UNGT with GFCR Equity Fund Team, and Co-chairs GFCR Initiative Coordination Committee.</li> <li>– Leads engagement and fosters relationship with strategic, financial, and institutional partners, and ensures partnerships align with GFCR objectives, including identify strategic areas for co-implementation and co-financing with regard to GFCR priority ecosystem programmes and strategic engagement aspects.</li> <li>– Co-manages resource mobilisation strategic direction with the UNGT Head and leads relationships with specific donors upon request.</li> <li>– Designs and develops new focus areas of GFCR and selected technical assistance issue areas, such as participatory methodologies, Indigenous Peoples, gender, safeguards, and capacity development.</li> <li>– Leads and guides process for the development and implementation of UNGT Project Documents, including Annual Workplans, and Annual Reports.</li> </ul>

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- Identifies and builds relationships with key public and private ocean-focused investors to formalize and operationalize the GFCR Toolbox for connecting GFCR programme pipeline with diverse sources of catalytic capital.
  - Advises UNGT Head in developing and monitoring the UNGT operational budget execution, including reviewing budget allocations and spending requests.
  - Provides managerial direction, guidance and leadership to staff and provides related performance feedback and coaching.
  - Manages and evaluates the performance of staff under supervision by the Head and Deputy Head.
  - Co-leads with Programme and Policy Specialist Convening Agents selection.
  - Co-supervises programme portfolio development and implementation oversight.
  - Represents GFCR at global, regional and/or national events and meetings.
  - Facilitates consultation and overall, Grant Fund management in the absence of the Head of the UNGT.
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**Programme and Policy Specialist (UNDP)**

**Programming**

- Coordinates overall GFCR Programme development, including providing guidance to Convening Agents on programmes concepts and full proposals development.
- Oversees the development and implementation of the GFCR portfolio, flagging issues and managing risks; participates in programme steering committees; undertakes missions to project sites to assess progress towards objectives, adherence to ESG and workplan; provides feedback on progress and recommendations on adaptive management; quality assures independent programme evaluations, including annual, mid-term and terminal reporting.
- Reviews programme proposals and conducts evaluation assessments with the Programme Analyst.
- Works with the Equity Fund for effective integrated programming across GFCR fund vehicles.
- Supports the development and implementation of the engagement strategy between the Equity Fund and Convening Agents, fostering linkages that promote enabling conditions for GFCR Equity Fund investment into Grant Fund priority ecosystem programming pipeline.
- Supports the technical review and updates to the GFCR Investment Plan.
- Co-leads with Deputy Head for selection of Convening Agents.
- Works with GFCR Blue Bridge to ensure optimal engagement of GFCR Blue Bridge in programme development and implementation.
- Provides technical input for outreach, marketing and communication initiatives as needed.

**Policy Architecture**

- Supports the design and implementation of GFCR policy architecture, and the development of guidance/training, to ensure alignment of programme activities with the Fund's objective and outcomes.
  - Provides technical input for the design, development and implementation of the Knowledge Management platform system (KORAL) for replication and scaling-up of GFCR initiatives.
  - Supports the analysis and preparation of case studies, best practices and materials for dissemination in support of replication and scaling of GFCR solutions through KORAL
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- Supports the development and publishing of a suite of technical and scientific papers, case studies and articles that demonstrate GFCR innovation and impact as well as individual investable solutions.

### **Partnerships**

- Supports the development and coordination of partnerships with Vertical Funds (such as GEF), Multilateral Development Banks, and International Finance Institutions to scale up GFCR impacts.
- Identifies, maps, and manages important strategic and technical partnerships with microfinance institutions, incubators, technical assistance facilities and related programs at national/local level; and with INGOs and global coral reef coalitions.
- Enhances the institutional role and position of UNDP within GFCR:
  - Works with UNDP and other members of UNGT to ensure UNDP is an integral part of GFCR's engagement at international conferences, meetings, and events; and that GFCR is integrated into UNDP's own strategic engagement, communications and events activities.
  - Provides strategic and technical inputs for the preparation of regular briefing and information notes to inform UNDP leadership GFCR updates and progress.
  - Provides strategic and technical inputs to ensure UNDP's support for GFCR resource mobilisation efforts as requested.
  - Supports efforts to align GFCR with UNDP's wider portfolio of SDG-related work in coordination with UNDP's Head of Ocean, Head of Biodiversity and other relevant UNDP senior staff.

### **UNDP-CFA Project**

- Ensures timely high-quality submission of technical and financial reports related to UNDP GFCR activities to the UNGT Head.

This position will work closely and be management matrixed with the UNDP Senior Technical Advisor for Ecosystems & Biodiversity (Marine & Coastal Biodiversity and SIDS) and UNDP GFCR Lead.

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### **Programme Analyst**

- Supports overall GFCR Programme development, including providing guidance to Convening Agents on programmes concepts and full proposals development.
  - Supports programmes implementation supervision, flagging issues and managing risk; participation in programme steering committees; missions to project sites to assess progress towards objectives, adherence to ESG and workplan; provides feedback on progress and recommendations on adaptive management.
  - Coordinates programme proposals reviews, including coordinating inputs from other members of the UNGT, and provides inputs and recommendations on proposals and coordinates submission to the Executive Board.
  - Supports the development and amendments of the Investment Plan.
  - Leads day-to-day engagement with GFCR Convening Agents and provides guidance on programmes concepts and full proposals development.
  - Supports engagement with Equity Fund on all programming aspects and guides the development and implementation of the engagement strategy between the Equity Fund and Convening Agents, fostering linkages that promote enabling conditions for GFCR Equity Fund investment into Grant Fund priority ecosystem programming pipeline.
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- Contributes to the development of the Fund’s results-based management system.
  - Supports the development and publishes of a suite of technical and scientific papers, case studies and articles that demonstrate GFCR innovation and impact as well as individual investable solutions.
  - Coordinates with M&E and scientist experts mobilised by UNEP and facilitates consultations between Convening Agents and UNEP as needed.
  - Supports the due diligence of implementing partners (HACT); monitors the risk management information and updates the Fund Risk Mitigation Strategy.
  - Supports the preparation of programmes progress updates and annual/final reports by implementers as outlined in the Fund programming cycle and legal agreements.
  - Provides technical input for outreach, marketing and communication initiatives as needed.

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**Monitoring and  
Evaluation Specialist  
(UNEP)**

- Leads the development of the global Monitoring and Evaluation strategy and framework of the GFCR and mobilises network for baseline studies, monitoring and evaluation as needed.
  - Leads management of the monitoring and evaluation scientific and technical advisory group (STAG).
  - Provides an understanding of the local environmental conditions and baseline data for potential programme areas.
  - Supports Convening Agents in developing their M&E Strategy during programme development and implementation to ensure alignment of GFCR fund-level indicators in CA final M&E Strategies and provide guidance on sector-specific impact frameworks.
  - Supports ongoing and consistent monitoring and evaluation of all programmes, including assessing M&E capacity of Convening Agent’s and their partners;
  - Supports consolidation of global annual reports with relevant data and highlights key findings/trends.
  - Based on M&E findings, identifies and formulate lessons learned and recommendations to be integrated into GFCR’s Knowledge Management Platform.
  - Supports the presentation of key data and knowledge sharing through global events, technical meetings, annual reports and other relevant materials/forums.
  - Provides GFCR with access to UNEP’s wide network of coral reef, marine and climate scientists.
  - Keeps the Core Team informed on scientific and technical developments related to coral reefs.
  - Reviews and provides recommendation on programme design and development with special focus on environmental context and potential impact.
  - Identifies and recommends implementing partners and sources of co-financing where relevant.
  - Works with other members of UNGT to ensure UNEP is an integral part of GFCR’s engagement at international conferences, meetings and events, as well as ensures that GFCR is, when relevant, integrated into UNEP’s own strategic engagement, communications and events activities.
  - Ensures UNCDF leadership is kept apprised of GFCR updates and progress, as well as UNEP’s role within the Fund, including through coordinated Executive Office-level briefings.
  - Supports GFCR resources mobilisation efforts as needed.
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**Investment Specialist  
(UNCDF)**

- Leads implementation of GFCR Grant Fund Blue Bridge (BB) Service, including due diligence of interventions proposed by Convening Agents and assessing capacity of Convening Agent financial partners.
- Ensures alignment between Blue Bridge and GFCR Equity Fund in pipeline development.
- Engages as needed with Convening Agents on programmes development and provides guidance as needed.
- Reviews and provides a recommendation on programmes proposals with special focus on financial instruments and blended finance at the request of the Core Team.
- Identifies, recommends and connects Convening Agents with different sources of investment capital, contributing to the GFCR toolbox for the Investment Ecosystem
- Identifies, recommends and pursues fundraising sources for the BB.
- Works with other members of UNGT to ensure UNCDF is an integral part of GFCR's engagement at international conferences, meetings, and events, as well as ensures that GFCR is, when relevant, integrated into UNCDF's own strategic engagement, communications and events activities.
- Ensures UNCDF leadership is regularly kept apprised of GFCR updates and progress, as well as UNCDF's role within the Fund, including through coordinated Executive Office-level briefings.
- Ensures UNCDF's support for GFCR resources mobilisation efforts as needed.
- Ensures timely submission of technical and financial reports related to UNCDF GFCR activities to the UNGT Head.

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**Strategic Engagement  
and Communications  
Lead**

- Leads day-to-day fundraising efforts with private foundations and Member States for the UN Grant Fund.
  - Strengthens relationship with key donors while ensuring a consistent flow of information including programmatic funding needs and visibility opportunities.
  - Liaises with Equity Fund team and key partners on resources mobilisation, strategic engagement, and communications.
  - Leads development of the Grant Fund Resource Mobilisation Strategy and presentation tools (needs, structure, etc.).
  - Supports development of core Fund materials, processes and agreements.
  - Identifies strategic engagement opportunities related to marine conservation and blended finance.
  - Leads event engagement planning in coordination with organizers and partners.
  - Liases with partners and UN agencies with regard to strategic engagement, communications activities and alignment on relevant global priorities.
  - Designs and maintains GFCR Communication Strategy, relevant work plans, and the Fund-level Communications Toolkit while ensuring branding standards are maintained.
  - Produces and maintains Convening Agent Communications Guidelines, including guidelines for event planning and implementing partners, as well as hosts communication sessions through programme Webinars.
  - Maintains active engagement with programme focal points to provide guidance, oversight and support on communication opportunities and strategies.
  - Represents the Fund to stakeholders (NGOs, UN Agencies, donors) and other external actors as required.
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- Produces articles, press releases and stories on Fund results and any other developments and coordinates dissemination through effective channels/networks.
  - Manages and administers online platforms and relevant content.

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**Operations and  
Coordination Analyst**

- Manages the planning of the Executive Board meetings; and produces, in coordination with the UNGT Head, the EB agenda; sends invitations, archives all Executive Board decisions and communications; monitors action points and supports reports back to the Executive Board.
  - Prepares or supports preparation of communication decisions to the concerned implementers/stakeholders, in close cooperation with the Programme Lead and the Strategic Engagement and Communications Lead
  - Builds and maintains management tools to enable UNGT Management decisions surrounding internal budgetary needs & projection, grant earmarking & allocation, and other financial and operational matters.
  - Leads development and maintains the Grant Fund Operations Manual and project templates for reporting and provides operational guidelines to implementers.
  - Leads the assessment of programme budget and continuously expands and improves financial evaluation criteria throughout Fund lifecycle
  - Guides the Recipient UN and Non-UN Organisations on operational processes requirements as laid out in the Operations Manual.
  - Leads coordination with the Administrative Agent and ensures accurate and timely grant transfers to recipient organisations. Leads the development of financing agreements and oversees due diligence (HACT) for Non-UN partners as required.
  - Monitors the risk management information and updates the Fund Risk Mitigation Strategy.
  - Co-leads with Deputy Head the production of the consolidated annual report that compiles impact assessments, reports, and lessons learned from implementing partners into a single cohesive document with summaries and recommendations.
  - Keeps track of and manages all relevant files in a single share drive or online tools available to all members of the Executive Board. Manages contacts database and mailing lists
  - Drafts supportive documentation, technical notes, speeches and similar.
  - Carries out administrative tasks as needed.
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## IV. Budget

UNDG Categories	2022-23	2023-24	TOTAL
1. Staff and other personnel	\$ 377,163	\$ 1,072,013	\$ 1,449,176
Head of Global Team	\$ 157,500	\$ 168,422	\$ 325,922
Deputy Head	\$ -	\$ 321,300	\$ 321,300
Strat Engagement & Comms Specialist	\$ 219,663	\$ 219,663	\$ 439,326
Programme Analyst	\$ -	\$ 181,314	\$ 181,314
Ops & Coordination Analyst	\$ -	\$ 181,314	\$ 181,314
2. Supplies, Commodities, Materials	\$ 5,000	\$ 6,200	\$ 11,200
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ -	\$ 14,000	\$ 14,000
4. Contractual services	\$ -	\$ 275,738	\$ 275,738
Harmonised Assessment for Cash Transfer	\$ -	\$ 31,500	\$ 31,500
Communications	\$ -	\$ 26,000	\$ 26,000
Operational & support contracts	\$ -	\$ 209,238	\$ 209,238
Miscellaneous	\$ -	\$ 9,000	\$ 9,000
5. Travel	\$ -	\$ 159,118	\$ 159,118
Programme & M&E travel costs	\$ -	\$ 60,000	\$ 60,000
Communications, Visibility, and Outreach	\$ -	\$ 33,000	\$ 33,000
Executive and Advisory Board Meetings	\$ -	\$ 54,118	\$ 54,118
General Operating & Other Travel Costs	\$ -	\$ 12,000	\$ 12,000
6. Transfers and Grants to Counterparts	\$ -	\$ -	\$ -
7. General Operating and other Direct Costs	\$ 16,000	\$ 165,000	\$ 181,000
Office costs	\$ 16,000	\$ 56,000	\$ 72,000
Other direct costs	\$ -	\$ 109,000	\$ 109,000
<b>SUBTOTAL DIRECT COST</b>	\$ 398,163	\$ 1,692,068	\$ 2,090,231
<b>Indirect Cost</b>	\$ 27,871	\$ 118,445	\$ 146,316
<b>TOTAL</b>	\$ 426,034	\$ 1,810,513	\$ 2,236,547

### Notes on GFCR UNGT budget

#### Staff and personnel costs

- The direct operational budget includes UNGT core management staff. UNCDF's lead specialist position is incorporated into the GFCR Blue Bridge service.
- The budget for personnel is reflected using the current UN proforma costs set for a variety of staff and personnel contracts.
- The operations strategy for the operation 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. 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. 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 four, any personnel contract extensions will be aligned to the year two project end date.

**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 GCFR Executive Board meetings; additional support for programmes development, strategic engagement and communications.

**Travel**

Travel for the core UNGT personnel is foreseen subject to the changing nature of the COVID-19 pandemic.

**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 (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 operational needs of the GCFR and a standard local price list for services.

## V. Annexes

All Annexes shall be regarded as working documents which the UNGT will maintain updated and modify as needed.

### Annex A: Projected Programme Timeline

Programme Area	2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Fiji*</b>	FP	Implementation						
<b>Papua New Guinea</b>			FP	Implementation				
<b>The Bahamas*</b>			FP	Implementation				
<b>Kenya-Tanzania Regional</b>			FP	Implementation				
<b>Philippines*</b>				FP	Implementation			
<b>Mesoamerican (Bel*, Guat*, Hon, Mex*) Regional</b>					FP	AI		
<b>Indonesia (No. 1)*</b>								
<b>Maldives</b>						FP	AI	
<b>Seychelles*</b>						FP	AI	
<b>Solomon Islands</b>							FP	AI
<b>Indonesia (No. 2)*</b>							FP	AI
<b>Sri Lanka*</b>							FP	AI
<b>Colombia*</b>							FP	AI
<b>Brazil*</b>								FP
<b>Gulf of Aqaba (Jordan*-Egypt) Regional</b>								FP
<b>Mozambique*</b>								FP
<b>Micronesia Regional</b>								FP
<b>Dominican Republic</b>								
<b>Malaysia</b>								
<b>Madagascar</b>								
<b>Eastern Melanesia &amp; Polynesia Regional</b>								
<b>Viet Nam</b>								

FP= Full Proposal submitted to the Executive Board (contingent upon sufficient proposal development/Secretariat clearance), AI=Anticipated Implementation (*pending Executive Board approval*)

\* Countries with GCF NOLs.

Annex B: GFCR Resources Mobilisation Strategy (Draft)

Annex C: GFCR Communications Strategy