



**UN GLOBAL TEAM
2024 & 2025 WORK PLAN AND DIRECT BUDGET**

<p>Project Title: UN Global Team of the Global Fund for Coral Reefs</p>	<p>Recipient UN Organisation(s): UNCDF, UNDP, UNEP</p>
<p>Project Contacts: Pierre Bardoux Chesneau Director GFCR UN Global Team (UNGT) & Nature Asset Team (NAT), UNCDF</p> <p>Penny Stock Senior Coordinator, Nature Pledge 2023, Nature Hub, UNDP</p> <p>Sinikinesh Jimma Chief, Marine and Coastal Ecosystems, Marine and Freshwater Branch, UNEP</p>	<p>Project Location: Global</p>
<p>Project Description: The UN Global Team (UNGT) is a dedicated and integrated management structure that carries out GFCR Grant Fund day-to-day activities and supports the GFCR Executive Board. It is composed of a cross-functional and multi-UN agency team that provides coordination functions, as well as operational and technical expertise. The UNGT is co-hosted by the three UN Participating Organizations (UNCDF, UNDP, and UNEP) providing expertise based on their respective mandates and roles within the GFCR. The narrative describes the UNGT updated structure, functions, and overarching priority activities for the 2024 – 2025 period as well as a 2-year direct operational budget replenishment for UNCDF and a 14-month budget replenishment for UNDP’s global technical activities. The ProDoc will be revised as needed, to provide continued funding support subject to needs.</p> <p>UN Global team current projects:</p> <ul style="list-style-type: none"> • UNCDF, Nature Assets (Project 00130842) • UNCDF, LDCIP (Project 00129651) • UNDP (Project 00128244) • UNEP (Project 00140152; 00126260) • UNDP/MPTF Office (Project 00126373) 	<p>UNGT Replenishment</p> <p>UNCDF NAT 2024-2026¹ Project Replenishment: \$4,570,126</p> <p>UNDP 2024² Project Replenishment: \$1,450,225</p> <p>UNEP Project Replenishment: \$0.00</p> <hr/> <p>Proposed Project Start Date: 1st April 2022</p> <p>Proposed Project End Date: 31st December 2030</p>

¹ 04/2024, through 03/2026.

² 11/2023 through 12/2024.

Key expected outcomes

1. Expansion and successful implementation of GFCR programmes.
2. Increased resources mobilisation directed towards coral reef conservation efforts.
3. Effective and systematic knowledge management and learning enables GFCR to implement effectively and to demonstrate reef-positive solutions for scaling and replication.
4. Robust reporting, monitoring and evaluation allow GFCR to assess its impacts and adapt.
5. Communication materials and activities position GFCR as leader on SDG-14 and blended finance.
6. Strong partnerships strengthen the GFCR coalition and implementation.
7. Governance, operational structure, and procedures effectively support GFCR goals.


Representative of the United Nations in the GFCR Executive Board

United Nations Environment Programme
Leticia Carvalho, Head of Marine and Freshwater Branch

Signature:  Date: 11 December 2023

Recipient UN Organization and signatory: UNCDF

Print:
Organisation: UNCDF
Name: Pradeep Kurukulasuriya
Title: Executive Secretary, a.i.

Signature 
Date 23-Feb-2024

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Recipient UN Organization and signatory: UNDP

Print:
Organisation: UNDP
Name: Midori Paxton
Title: Director, Nature Hub, BPPS

Signature 
Date 12-Dec-2023

BUDGET BY UNDG CATEGORY**UNCDF NAT (MPTF Office Project # 00130842)**

UNDG Category	Previously Approved UNCDF Allocation	UNCDF Replenishment Request		Total
		2024-25	2025-26	
1. Staff and other personnel	\$ 1 449 176	\$ 1 232 211	\$ 1 232 211	\$ 3 913 598
2. Supplies, Commodities, Materials	\$ 11 200	\$ -	\$ -	\$ 11 200
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 14 000	\$ 30 000	\$ 30 000	\$ 74 000
4. Contractual services	\$ 275 738	\$ 503 000	\$ 696 724	\$ 1 475 462
5. Travel	\$ 159 118	\$ 119 000	\$ 170 000	\$ 448 118
6. Transfers and Grants to Counterparts	\$ -	\$ -	\$ -	\$ -
7. General Operating and other Direct Costs	\$ 181 000	\$ 129 000	\$ 129 000	\$ 439 000
Subtotal	\$ 2 090 231	\$ 2 013 211	\$ 2 257 935	\$ 6 361 377
Indirect Cost (7%)	\$ 146 316	\$ 140 925	\$ 158 055	\$ 445 296
Total	\$ 2 236 547	\$ 2 154 136	\$ 2 415 990	\$ 6 806 673

UNDP ALLOCATION (MPTF Office Project # 00128244)

UNDG Category	Previously Approved 2021-23	Replenishment Request (2023-24)	Total (2021-24)
1. Staff and other personnel	\$256,579	\$249,050	\$505,629
2. Supplies, Commodities, Materials	\$15,000	\$-	\$15,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$3,500	-	\$3,500
4. Contractual services	\$344,084	\$806,300	\$1,150,384
5. Travel	\$18,084	\$300,000	\$318,084
6. Transfers and Grants to Counterparts	-	-	-
7. General Operating and other Direct Costs	\$37,397	-	\$37,397
SUBTOTAL DIRECT COST	\$674,644	\$1,355,350	\$2,029,994
Indirect Support Cost (7% of Direct)	\$47,225	\$94,875	\$142,100
TOTAL	\$721,869	\$1,450,225	\$2,172,094

UN GLOBAL TEAM

2024 & 2025 WORK PLAN AND DIRECT BUDGET

I. Introduction

Launched during UNGA75 in September 2020, the Global Fund for Coral Reefs (GFCR) is a unique blended finance coalition dedicated to coral reefs globally and supporting actions under SDG14. 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’³ with an array of financial tools, products and services 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 coalition is guided by a single, science-based, Theory of Change. Through reef-positive solutions, encompassing reef-positive businesses and financial mechanisms, aimed at addressing drivers of reef degradation, the GFCR ‘protect-transform-restore-recover’ approach facilitates adaptation by strengthening the resilience of coral reef “climate refugia”⁴ 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.

GFCR deploys resources through two main instruments – a Grant Fund and an Investment Fund- to catalyse private sector investments to sustainably reduce local drivers of degradation affecting coral reef ecosystems that are resilient to climate change. The Grant Fund focuses on building an enabling environment for market-based investment in businesses and financial mechanisms aligned to the GFCR’s conservation aims, while the Investment Fund builds upon the enabling environment by investing in large impact deals that can leverage significant capital for reef-positive businesses. Through partnerships at the global and local level, the GFCR aims to demonstrate how blended finance can unlock sustainable revenue streams and investment at various scales in priority coral reef countries.

GFCR also supports developing countries to mobilise the resources and action needed to support their national priorities and deliver their coral reef-related commitments under the Convention on Biological Diversity (CBD) 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.

During the 2022 to 2023 period, the GFCR's public-private coalition expanded to encompass nearly 50 partners. These partners included states, philanthropies, impact investors, UN agencies, NGOs, and alliances. Builders Vision, Bloomberg Philanthropies, Coral Research & Development Accelerator Platform (CORDAP), UN Decade of Ocean Science, Race to Resilience led by the High-Level Climate Champions, the United States Government through a commitment from the United States Agency for International Development (USAID), Blue Nature Alliance (BNA), United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as implementing partners like Fondo Acción, and MAR Fund all joined during this period.

In its 2024 – 2025 Work Plan, the United Nations Global Team (UNGT) will build upon key 2022 - 2023 accomplishments including, but not limited to:

³ 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.

⁴ Coral reef habitats with favourable environmental conditions that indicates resilience to anthropogenic climate change and that may offer safe havens for threatened species.

- **Investment and Strategic Plan**
 - Implementation of original investment plan.
 - Strategic Plan update process initiated.
- **Programme Management**
 - Expansion of GFCR Grant Fund portfolio to 18 programmes covering 23 coral nations across Africa, Latin America and the Caribbean, Asia, and the Pacific Islands with
 - 11 programmes under implementation
 - 7 programmes under development
 - Over USD \$32 million approved and \$USD 18 million transferred for the 11 approved programmes
 - More than 25 reef-positive businesses being supported, 8 financial mechanisms (i.e., blue carbon credits, reef insurance, financing facilities etc.), and six technical assistance facilities/incubators being supported by GFCR Grant funding.
 - Development and implementation of the GFCR Monitoring and Evaluation Framework and toolkit.
 - Establishment and coordination with over 55 local partnerships and aligned initiatives at the programme level with non-profit, government and private sector entities.
- **Strategic Engagement & Partnerships**
 - Expansion of coalition to 50 members with the addition of new partner countries, philanthropies, impact investors, UN agencies, organisations, and alliances.
 - Establishment of new partnerships including Coral Research & Development Accelerator Platform (CORDAP), UN Decade of Ocean Science, Race to Resilience led by the High-Level Climate Champions, the United States Government, Blue Nature Alliance (BNA), and the United Nations Educational, Scientific and Cultural Organization (UNESCO).
 - Mobilisation of USD \$65 million in new commitments for the Grant Fund, and USD \$10 million in senior tranche private investor funds. In total, over USD \$225 million has been mobilised since the launch of the GFCR.
 - The Investment Fund added to its USD \$125 million first-loss junior tranche GCF commitment, investments of USD \$5 million each, from Builders Visions and Minderoo Foundation, for a total of USD \$135 million.
 - Launch of the Coral Reef Breakthrough in September 2023 during the 37th ICRI General Meeting, developed in partnership among ICRI, High-Level Climate Champions, and GFCR.
- **Knowledge Learning & Management**
 - Design and development of a comprehensive Knowledge & Learning Platform.
 - Launch of the GFCR [Knowledge & Learning Platform](#) during the CBD COP15 in Montreal, Canada.
 - Development and initial delivery of Convening Agent Practitioner Discussions.
- **Communications & Events**
 - Launched the Reef Action Hub at the 2nd UN Ocean Conference (UNOC) held in Lisbon in collaboration with ICRI and partners.
 - In 2022 alone, the GFCR was featured in more than 25 global events.
 - Consolidated role within the Global Coral Reefs Community through several podcast appearances, journal publications, and expert papers.
- **GFCR Governance, Policies and Structure**
 - Establishment of the GFCR Investment Fund (by Pegasus Capital Advisors).
 - Support the Executive Board in finalising 67 decisions through 10 Executive Board meetings and facilitating the execution of USD \$27.76 million fund transfers to 32 discrete global, regional, and country programmes under the UN MPTF Office.
 - Further consolidation of the UN Global Team, including the establishment of its global office at the UN Headquarters in Geneva.
 - Launch of the GFCR Advisory Board, including its first meeting.

- o Approval, publication, and implementation of the general investment principles, sector-specific investment principles, risk management system, and policies on social and environmental safeguards and gender.
- o Submission of completed Grant Fund Operational Manual for Executive Board review and endorsement.

II. UN Global Team Structure Realignment

During the 2022-2023 period, the GFCR Grant Fund's day-to-day coordination and operation functions were led by what was known as the GFCR Secretariat, housed in the UN Multi-Partner Trust Fund Office (MPTFO). Those functions have now fully transitioned to UNCDF personnel. Global programmes led by UNCDF, UNDP, and UNEP⁵ were regarded as only delivering technical and advisory support to the GFCR Secretariat and Grant Fund. Together, UNCDF, UNDP, and UNEP personnel were regarded as the GFCR UN Global Team (UNGT), but without a clear definition of what the UNGT meant.

This differentiation between secretariat coordination and operational and technical advisory support functions created a construct that resulted in disaggregated workflows and which did not recognize the need for the 3 agencies' roles to be fully coordinated and integrated to accomplish the GFCR Grant Fund objectives and support the wider GFCR Coalition. Furthermore, this created unnecessary confusion for external stakeholders (e.g., Convening Agents, Donors, Investment Fund, Partners, and others) who regard all UN personnel as working as a single GFCR team to support the coalition's overall objectives.

To address this matter, and upholding the GFCR's PUNOs MOU with MPTF, the secretariat and UNGT roles described above have been integrated into a single cross-functional and multi-agency UNGT. Considering the roles and responsibilities of each UN agency in the GFCR (see Table I below), the UNGT will provide management and coordination, as well as technical and operational expertise to implement GFCR Grant Fund activities at the programme and global levels in support of the wider GFCR coalition objectives. This realignment will be implemented through a three-pronged approach that will streamline day-to-day operations and is described below:

- Establishment of a UNGT Management Team
- Consolidation of the UNGT's Working Units
- Creation of a joint UNGT Work Plan.

This realignment follows the plan articulated during the previous UNGT funding period (2022-2023), which envisioned a fully consolidated UNGT by 2023.

UNGT Management Team:

The Management Team is composed of the Director and Deputy Director of the UNGT (UNCDF-NAT), UNDP's Senior Coordinator Nature Pledge 2030, and UNEP's GFCR Senior Monitoring and Evaluation Specialist. The Director and Deputy Director will oversee the implementation of the UNGT to achieve the GFCR objectives, including programmes direction, and monitor overall GFCR Grant Fund activities (see Annex I for a more detailed list of responsibilities), and report on progress of the UNGT to the Executive Board. In addition, the Deputy Director will serve as secretary of the Management Team and liaison and overall coordinator of the Working Units.

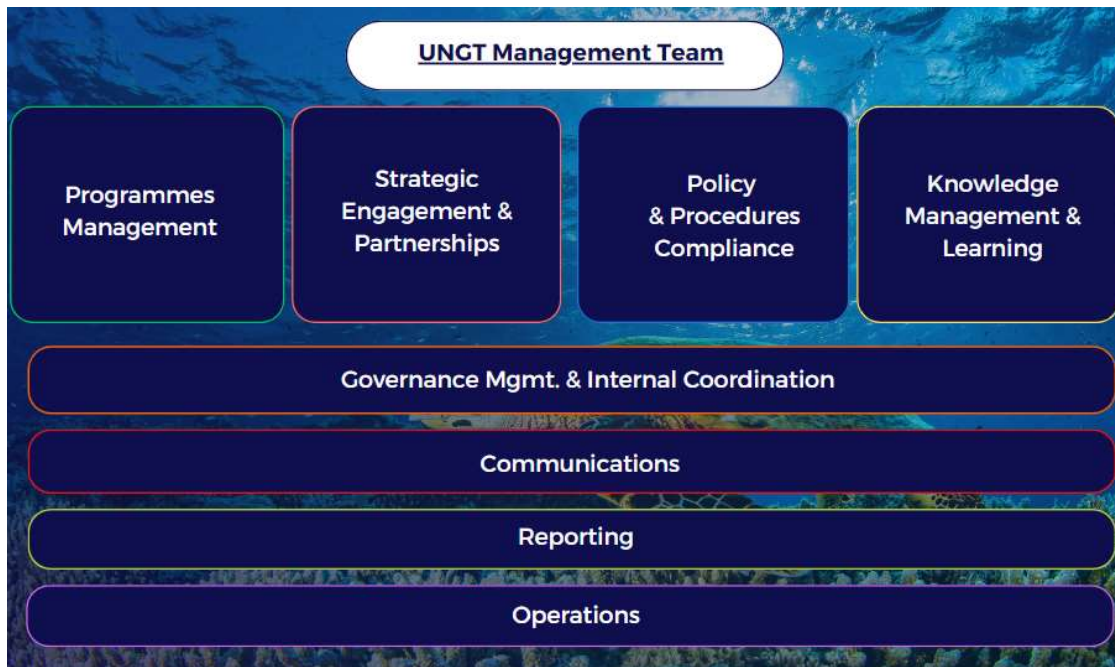
The main function of the UNGT Management Team is to coordinate intra-agency strategic and operational actions on matters such as:

⁵ GFCR Grant Fund enabling Global Programmes
 UNCDF - Blue Bridge
 UNDP – GFCR Partnerships and Knowledge Management
 UNEP - Implementing a Monitoring and Evaluation Framework for the Global Fund for Coral Reefs

- Grant Fund strategic direction
- Define Guidance for Working Units
- Staff & Human Resource capacity
- Budget Coordination
- Support UN agencies in the delivery of their actions according to the GFCR MOU between Participating UN Organizations and MPTFO

UNGT Working Units:

The Working Units refer to a specific set of responsibilities and functions assigned to a sub-group of the UNGT members. For each unit, a coordinator or co/alternate-coordinators will have the responsibility to ensure that the tasks, as identified in the annual work plan, are carried out accordingly or adjusted as needed. The Deputy Director of the UNGT will provide overall coordination between the eight UNGT working units. The four Core Units include: Programme Management, Strategic Engagement and Partnerships, Policies and Procedures Compliance, and Knowledge and Learning. The four Cross-Cutting Units include: Governance Management and Internal Coordination, Communications and Events, Reporting, and Operations. The diagram below summarises the structure of the UNGT working units, while Table II (Section II A) describes the key functions and responsibilities of each one.



UNGT joint Work Plan:

The UNGT has now established a joint 2024-2025 Work Plan (see section II B below) for the activities corresponding to the eight UNGT Working Units. The creation of a joint UNGT work plan will provide further clarity and integration on the wide range of activities undertaken by the team members. The work plan marks an important shift in the GFCR and UNGT moving from the set-up stage and early implementation to full implementation and consolidation of the GFCR Grant Fund and UNGT activities. Table XX (Section III) includes the GFCR Annual Work Plan.

Table I: GFCR UNGT - UN Agencies Global Roles & Responsibilities

GFCR UNGT: UN Agencies Global Roles & Responsibilities	
(See Section II B “UNGT Working Units” for additional information on how UN agencies work is integrated)	
UN Agencies:	Roles & Responsibilities
UNCDF / Nature Assets	<p>Responsible for:</p> <ol style="list-style-type: none"> 1) Leading the delivery of coordination, oversight, quality assurance, and policy compliance functions for the GFCR Grant Fund, including but not limited to: <ol style="list-style-type: none"> a. Convening and coordinating EB & Advisory Board (AB) Meetings, and providing other logistical and operational support as required. b. Providing advice EB on strategic priorities, programmatic, and financial allocations. c. Ensuring implementation of decisions and recommendations. d. Leading operational procedures for the Grant Fund. e. Leads the consolidation of annual narrative reports. f. Liaises with MPTFO as GFCR Grant Fund Trustee g. Leads resource mobilisation efforts (Strategic Eng. & Partnerships) 2) Leading the development, including technical review of proposals, and management and oversight of the Grant Fund portfolio in accordance with the guidance and financial decisions made by the EB. 3) Ensuring the monitoring of the operational risks and portfolio performance. 4) Leading engagement with GFCR Investment Fund. 5) Leading overall communications strategy and activities implementation. 6) Preparing annual and final narrative for preparation of consolidated narrative and financial reports by the Administrative Agent; 7) Member of UNGT Management Team.
UNDP	<p>Responsible for:</p> <ol style="list-style-type: none"> 1) Co-leading the creation and development of the GFCR Strategic Plan. 2) Leading knowledge Management & learning activities, including the GFCR knowledge platform. 3) Leading select finance & technical partnerships and support the delivery of the wider GFCR partnership strategy. 4) Leading the development of the GFCR Policy Architecture. 5) Member of UNGT Management Team.
UNEP	<p>Responsible for:</p> <ol style="list-style-type: none"> 1) Leading the development and implementation of the Monitoring & Evaluation (M&E) framework: <ol style="list-style-type: none"> a. Providing Convening Agents with guidance on M&E implementation. b. Leading management and engagement with Scientific and Technical Advisory Committee and other M&E Partners. 2) Leading strategic engagement and communications efforts related to the #ForCoral Champions Networks and supports overall GFCR communications approach. 3) Member of UNGT Management Team.

A. UNGT Working Units: Main Functions & Responsibilities

Table II: UNGT Working Units Main Functions and Responsibilities

Core Working Units	Main Functions & Responsibilities	Lead/Coordinating Agency
Programme Management	<ul style="list-style-type: none"> – Lead Overall Grant Fund Programme Management <ul style="list-style-type: none"> ○ Manage relationships with CAs. ○ Design, implementation, and oversight (including support through replenishment processes). ○ Assess investment capital and TA needs ○ Engage and collaborate with the GFCR Investment Fund (IF) on GF Programme linkages with IF investments including TA. ○ Review GF programme reports. ○ Develop and implement portfolio management tools. 	UNCDF-NAT
	<ul style="list-style-type: none"> – Monitoring & Evaluation (M&E) <ul style="list-style-type: none"> ○ Develop and implement M&E framework and data analysis. ○ Provide Convening Agents (CAs) guidance. ○ Manage M&E partners and Scientific and Technical Advisory Group (STAG). 	UNEP
	<ul style="list-style-type: none"> – Programme Government Engagement <ul style="list-style-type: none"> ○ Guide CAs on relevant national policy strategy and activities. 	UNCDF-NAT
Strategic Engagement & Partnerships	<ul style="list-style-type: none"> – Resource Mobilisation <ul style="list-style-type: none"> ○ Coordinate GF resource mobilisation efforts & donor relations. ○ Facilitate/Support opportunities for IF resource mobilisation. 	UNCDF-NAT
	<ul style="list-style-type: none"> – Partnerships <ul style="list-style-type: none"> ○ Manage GFCR Coalition Relations. ○ Lead development and management of global strategic, financial and technical partnerships ○ Engage and collaborate with the GFCR IF on resource mobilization, communications, and events engagement. ○ Build and manage relations with technical partners. 	UNCDF-NAT/UNDP
	<ul style="list-style-type: none"> – Lead global policy strategy and international fora engagement 	UNCDF-NAT
	<ul style="list-style-type: none"> – Develop and lead #ForCoral Champions Network 	UNEP
	<ul style="list-style-type: none"> – Develop and coordinate events 	UNCDF-NAT

Policies & Procedures Compliance	<ul style="list-style-type: none"> - Fund Policies <ul style="list-style-type: none"> ○ Lead the development of, and assure compliance with, GFCR policies and procedures including safeguards, gender, risk management, private sector engagement, private sector due diligence, indigenous peoples, anti-money laundering and counter-terrorism finance, etc. ○ Establish and implement a Fund-level Grievance Mechanism. ○ Lead policies application oversight and reporting. 	UNDP/UNCDF-NAT
	<ul style="list-style-type: none"> - Financial Management <ul style="list-style-type: none"> ○ Lead financial MPTFO policies and financial management compliance. ○ Review of GF programmes financial audits. 	UNCDF-NAT
Knowledge Management & Learning	- Develop & Implement knowledge platform and build & engage the GFCR community of practice	UNDP
	- Develop, curate and expand the solutions database	UNDP
	- Develop knowledge and learning products (i.e., briefs, case studies, training courses, publications, etc.)	UNDP
	- Design & Implement communities of practice	UNDP
Crosscutting Working Units		
	Key Functions & Responsibilities	
Strategy, Governance Management & Internal Coordination	<ul style="list-style-type: none"> - Strategic Planning <ul style="list-style-type: none"> ○ Develop and implement the GFCR Strategic Plan. 	UNDP/UNCDF-NAT
	<ul style="list-style-type: none"> - Lead relationships with Executive Board & Advisory Board <ul style="list-style-type: none"> ○ Operationalisation of Executive Board Rules and Procedures. ○ Execution of Executive Board decisions ○ Meetings preparations. 	UNCDF-NAT
	<ul style="list-style-type: none"> - Lead Trustee relations <ul style="list-style-type: none"> ○ Enforcement of Trustee policies and requirements across the GFCR portfolio (e.g., NUNO policy, PSEAH requirements, UN HACT framework) ○ Facilitate Funding Agreements. 	UNCDF-NAT
	- Establish and operationalise UNGT Management Team	UNCDF-NAT
	- Inform UNGT of Management Team decisions	UNCDF-NAT
	- UNGT Internal Communications and information distribution	UNCDF-NAT
	- Coordinate and track UNGT work plan and budget implementation	UNCDF-NAT
	Communications	- Coordinate global communication efforts

	<ul style="list-style-type: none"> ○ Brand Development (including development and dissemination of creative assets). ○ Communications impact monitoring. ○ Partnership for campaign engagement. ○ Communications tools, stories, and media engagement. ○ Donor and partner recognition. 	UNCDF-NAT
	<ul style="list-style-type: none"> - Support coordination and engagement at events <ul style="list-style-type: none"> ○ Event planning, preparation and coordination. 	UNCDF-NAT/UNEP/UNDP
	<ul style="list-style-type: none"> - Provide communications guidance and oversight to Convening Agents 	UNCDF-NAT
Reporting	<ul style="list-style-type: none"> - Lead development of annual donor reports, MPTFO annual consolidated reports, etc. 	UNCDF-NAT
	<ul style="list-style-type: none"> - Coordinate, review and file CA annual narrative and expenditure reports and mid-year reports 	UNCDF-NAT
	<ul style="list-style-type: none"> - Produce and integrate annual M&E reports including GFCR Impact assessments 	UNEP
Operations	<ul style="list-style-type: none"> - Lead UNCDF HR recruitment processes <ul style="list-style-type: none"> ○ Contracts ○ Travel Support 	UNCDF-NAT
	<ul style="list-style-type: none"> - Support UNCDF budget management 	UNCDF-NAT

III. UNGT 2024 Priorities - Work Plan (April 2024 - March 2026)

The 4/2024 – 3/2026 high-level Work Plan (April 2024 - March 2026) is supported by the following assumptions:

- UNCDF Replenishment Request through March 2026.
 - Section IV
- UNDP Replenishment Request through December 2024.
 - Section V
- UNEP's Activities are covered through December 2024 (Project 00126260). A replenishment will be required after this period.

During the 2022-2023 period there was a strong focus on expanding the GFCR's Grant Fund programme portfolio. As previously mentioned, this period was also characterised by the transition to establish a GFCR hub in Geneva, Switzerland. Due to substantial progress in developing the Grant Fund portfolio, in 2024-2025, it is expected that a significant cohort of programmes (50% or more) will initiate their second phase of implementation through requests for additional resources (replenishments). Through these requests, the UNGT will work with Convening Agents on identifying which programmes and reef-positive solutions under implementation are showing concrete progress, thus warranting continued GFCR Grant Fund support, and which solutions must be adapted or potentially deemed unsuccessful. Commensurate with this, resource mobilisation efforts will focus on ensuring the continued implementation of programmes through to 2030 and on efforts to showcase GFCR results as a demonstration fund.

With the realignment of UNGT Working Units, the UNGT is expected to consolidate its role, while also growing its capacity to collectively meet the demands of managing a significant programmatic portfolio and contributing to the wider coalition initiatives and activities.

The table below lists the primary UN Global Team outputs for the April 2024 – March 2026 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 Working Units describe the actions' rationales for each area and primary outputs.

Table III: UNGT Work Plan Summary Outputs

Outputs	Delivery Timeframe
A. Programme Management	
1. Overall Programmes Development & Implementation	
Secure approval of all 18 GFCR Grant Fund Priority Programmes	March 2024
Explore and refine GFCR's Grant Fund Technical Assistance and concessional financing approach and deployment modalities.	March 2024
Submit for EB consideration Replenishment Requests for 5 programmes	December 2024
Submit for EB consideration Replenishment Requests for 9 additional programmes	December 2025
Provide ongoing oversight, quality control, and support to GFCR Grant Fund programmes through bi-annual and ad hoc virtual meetings and missions	Through March 2026
Finalise development and maintain Portfolio Management Tool for GFCR Grant Fund programmes	Through March 2026
2. Monitoring & Evaluation	
Finalise the development of the M&E toolkit to support CAs in the design and implementation of programme results frameworks	November 2023
Conduct M&E toolkit training for CAs	November 2023
Finalise development and expansion of MERMAID software to provide a platform to standardise, analyse and visualise data on M&E indicators collected by Convening Agents, with coordination with Investment Fund partners	Through December 2024
Baseline Assessments finalised by CAs	Through December 2024
Convening Agents finalise targets and results frameworks	Through December 2024
Integrate M&E into Knowledge Platform	Through December 2024
Conduct 2 regional workshops to integrate GFCR Programmes and CAs with the Global Coral Reef Monitoring Network (GCRMN)	December 2024
Organise & deliver the coordination of the Scientific and Technical Advisory Group (STAG), including regular review of progress	Through December 2024
Conduct 5 MERMAID training for Convening Agents (CAs)	Through May 2025

Conduct 2 regional workshops on M&E capacity-building for Convening Agents	December 2025
3. Programme Government Engagement	
Develop, design and introduce a policy engagement brief or guide to help inform CAs government engagement at the programme level	Through March 2024
Identify with CAs policy and regulation enabling conditions gaps and potential programme activities to enhance the uptake and scale-up of reef positive solutions	Through March 2026
Design policy related communication assets to advance the relevance and visibility of the GFCR in national/regional policy fora, focusing on how to advance national targets aligned to MEAs	Through March 2026
B. Strategic Engagement & Partnerships	
1. Resource Mobilisation	
Finalise collaborative Resource Mobilisation Strategy between the Grant Fund and Investment fund for 2024-2025	April 2024
Mobilise a total of USD \$135 million in new pledges by June 2025 for the Grant Fund, including new pledges (ambition subject to change based upon the needs of the programme portfolio)	Through June 2025
Maintain engagement with current donor Member States and philanthropic partners to ensure capitalization of the Grant Fund based on programmatic needs	Through March 2026
Engage with prospective new donors and secure at least at least 2 new member states and 2 new philanthropic partners as donors to the Grant Fund	Through March 2026
Coordinate resource mobilisation efforts with Investment Fund Team	Through March 2026
2. Partnerships	
Maintain engagement with current GFCR partners and deliver on agreed actions	Through March 2026
Identify, develop, and implement new partnership opportunities related to programming, strategic engagements, and communications	Through March 2026
a. Strategic Partnerships	
Develop and implement partnership priority plans related to programming, strategic engagements, and communications	Through March 2026
Expand the GFCR global coalition through strategic, technical, and financial partnerships	Through March 2026
b. Finance Partnerships	
Consolidate the Global Environmental Facility partnership leading to the development of 2-3 GEF8 projects (IW, NGI, LDCF/SCCF tbc) and continuity into GEF9	June 2024
Expand the GFCR investment ecosystem through partnerships with other financial institutions (e.g. GFCR partners such as ORRAA, Vertical Funds, IFIs, and other co-financing partners)	Through March 2026
b. Technical Partnerships	

Build and manage relations with technical partners including pilot collaborations (e.g. UNDP BIOFIN and others) and convening of ocean finance practice group (ORRAA), among other emerging opportunities to expand the effectiveness and impact of the GFCR	Through December 2024
3. Global Policy Engagement	
Develop policy engagement briefings to inform governments' participation in major annual regional/international events for the recognition of GFCR objectives and programmes alignment to national marine priorities	Through March 2026
Establish and maintain engagement with key political will mobilisation platforms and processes (e.g., HAC, GOA, Ocean Panel, UNDESA SDG 14, UNOC, Our Ocean) to advance GFCR being recognized as a delivery mechanism for global biodiversity and climate change action targets	Through March 2026
Establish and maintain engagement with the CBD / UNFCCC / and other processes to advance the GFCR as a delivery mechanism for global biodiversity and climate change action targets	Through March 2026
Develop and coordinate beneficiary government relationships with Convening Agents and Investment Fund Team, to achieve the scaling up of reef-positive solutions and the design and implementation of enabling national policy frameworks.	Through March 2026
4. Coral Champions Network	
Develop & launch the Coral Champion Network	May 2024
Develop the Coral Champion Activation Strategy	May 2024
Implement Coral Champion Activation Strategy through communications, events, strategy engagements and media opportunities	May 2024 through 2025
5. Events	
Engage in high-level events to increase awareness for coral reefs, GFCR blended finance approach, and new announcements; mobilise greater commitment for coral action; and demonstrate reef-positive solutions being scaled	Through March 2026
C. Policies & Procedures	
1. Fund Policies	
Ensure robust and operationalized policy architecture defining policies and guidance to ensure alignment of project activities and investments with Fund's objectives and Theory of Change.	
Develop new GFCR policies on stakeholder engagement, private sector engagement, IPLCs, grievance mechanism, anti-money laundering and the respective operational guidance	May 2024
Translate Policy Architecture into French and Spanish	December 2024
2. Financial Management	
Monitor and compile independent audit submissions of Convening Agents and report high-level compiled results to the Executive Board annually	Through March 2026
D. Knowledge Management & Learning	
1. Development & Implementation of Knowledge & Learning Platform	

Build the Knowledge Platform for delivery of GFCR's M&E and reporting system	Through October 2024
Develop and curate expanded knowledge platform content including solutions, case studies, partner profiles, news)	Through December 2024
Build and engage GFCR Communities of Practice	Through December 2024
Produce and socialise knowledge products, including signature country/thematic case studies, policy papers, best practice guidance, and project communications	Through December 2024
Develop and maintain a network of investors to support GFCR investments, organise pitch events and develop tools to share knowledge and prioritise solutions	Through December 2024
Platform development, management, and operations	Through December 2024
2. Development of Knowledge and Learning Products	
Develop GFCR briefs on key topics (e.g. Blended Finance for Coral Reef Finance, Incubators and Accelerators for Reef+ Investments, M&E for Coral Reef Impacts,) for collective learning and experience sharing	
Conduct practitioner discussions and training courses and capacity development on key topics (e.g. GFCR policies and priority themes identified by CAs such as M&E, Safeguards, Gender, Marine Protected and Conserved Areas Finance, etc.) to enhance the capacity of Convening Agents and Implementing Partners to deliver reef positive impacts.	
3. Development & Implementation of Communities of Practitioners	
Conduct Practitioner Discussions & Webinar Series for CAs and partners	Through December 2024
Develop and deliver the programme of virtual and in-person capacity development events	Through December 2024
E. Strategy, Governance Management & Internal Coordination	
1. Strategic Plan	
Conduct consultation with GFCR stakeholders to update the GFCR Strategic Plan and TORs	December 2023
Submit for Executive Board approval GFCR's Strategic Plan	March 2024
2. Executive & Advisory Board Meetings	
Successfully plan and deliver at least 6 Executive Board meetings for 2024-25	Through March 2026
Successfully plan and deliver up to 2 Advisory Board meetings for 2024-25	Through March 2026
3. UNGT Management & Internal Communication	

Launch of a UNGT activities management platform to track the milestones and progress across all UNGT working units	July 2024
Share quarterly UNGT progress updates with GFCR Executive Board Co-Chairs and EB at large to inform strategic prioritisation and direction	Through March 2026
F. Communications	
Consolidate GFCR's Coalition communications approach and branding in collaboration with the Investment Fund	June 2024
Maintain updated the communications toolkit platform and public relations materials (slide decks, brochure, programme overview, and Fund update briefs)	Through March 2026
Publish 8 quarterly newsletters	Through March 2026
Develop content and publish through social media platforms managed by a content calendar (target of 100 posts annually, gaining 600k impressions cumulatively across platforms)	Through March 2026
Conduct media outreach and facilitate features, interviews, etc.	Through March 2026
Revamp GFCR website and link with Knowledge Management Platform site	December 2024
Develop and showcase demonstration stories based on programme innovation, activities, results, etc. (annual targets of: 4 programme overview articles, 6 updated case studies, as well as regular demonstration/storytelling posts and event engagements)	Through March 2026
Ensure wide visibility for GFCR through priority events and through public recognition/support by high-level Coalition leadership and Champions	Through March 2026
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	Through March 2026
G. Reporting	
Complete the 2023 Consolidated Grant Fund Annual Narrative Report	May 2024
Publish the 2023 Action Report	July 2024
Support GFCR Global Policy and Programme Monitoring and Reporting	December 2024
Complete the 2024 Consolidated Grant Fund Annual Narrative Report	May 2025
Publish the 2024 Action Report	July 2025
H. Operations	
Complete recruitment of Fund Management Specialist within the UNCDF team to dedicate 25% FTE to GFCR Operations oversight	May 2024
Disseminate of the Operational Manual to all implementing partners and conduct a virtual webinar orientation	Mach 2024

A. Programmes Management

Programmes Development & Implementation

By March 2024, the entirety of the GFCR country and regional programme pipeline that had Concept Notes approved since January 2021 is expected to move into implementation. With this milestone, the GFCR will have the partnerships and foundation to generate sustainable finance mechanisms and reef-positive businesses in priority resilient reef areas across 23 coral reef countries. In addition, by December 2025, it is expected that at least 10 programmes will return to the GFCR Executive Board for replenishment requests for the next phase of their programmes. The table below summarises the expected timeline for programme approval and replenishment. These targets are subject to change based on programme proposal quality, and with regard to replenishment, programme performance. To note, the Fiji, Papua New Guinea, and Bahamas programmes had their full allocations approved and do not require replenishment. Instead, further transfers will be subjected to assessment of performance by the GFCR Global Team and reported to the Executive Board.

Table IV: Grant Fund Programmes Full Proposal and Replenishment Timeline⁶

Approved as of October 2023	Approved by March 2024	Replenishment by December 2024	Replenishment by December 2025
<ol style="list-style-type: none"> 1. Bahamas 2. Colombia 3. Fiji 4. Indonesia (#1) 5. Indonesia (#2) 6. Kenya-Tanzania 7. Maldives 8. Mesoamerican Reef 9. Papua New Guinea 10. Philippines 11. Seychelles 	<p>Nov 2023</p> <ol style="list-style-type: none"> 1. Jordan (GOA) 2. Micronesia 3. Sri Lanka <p>2024</p> <ol style="list-style-type: none"> 1. Brazil 2. Egypt 3. Mozambique 4. Solomon Island 	<p>Nov 2023</p> <ol style="list-style-type: none"> 1. Mesoamerican Reef <p>2024</p> <ol style="list-style-type: none"> 1. Bahamas 2. Indonesia #1 3. Kenya-Tanzania 4. Philippines 5. PNG 	<ol style="list-style-type: none"> 1. Brazil 2. Colombia 3. Egypt 4. Jordan 5. Indonesia (#2) 6. Maldives 7. Micronesia 8. Mozambique 9. Seychelles 10. Sri Lanka

During this work plan period, oversight for GFCR programmes will take the form of:

- Biannual calls where the entirety of the GFCR Global Team participates to provide guidance and recommendations
- Regular touchpoints between the GFCR programming unit
- Database management at the solutions' level to gauge progress and value for money to inform strengths and challenges of approaches and partners
- Annual and mid-annual reporting
- Dedicated learning exchanges, Lessons learned as it relates to programme
- 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 the programme pipeline to the growing network of investors in the ocean space.

⁶ Expected

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.

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 resource mobilisation 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 Investment 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.

Monitoring & Evaluation

GFCR activities and interventions require careful monitoring and evaluation to measure the expected positive ecosystem, social, and financial impacts of activities, avoid unintentional negative consequences, and support demonstration and learning across the portfolio to inform replication and scaling up of successful investments. To achieve the ambitious goals of the GFCR, UNEP leads the implementation of the Monitoring and Evaluation (M&E) Framework working closely with Grant Fund CAs and the Investment Fund partners.

Within this context, UNEP is the primary organization responsible to the GFCR Global Team and GFCR Executive Board for the overall implementation of the M&E Framework and all M&E activities. This includes, but is not limited to, delivering: capacity development and oversight of Grant Fund and Investment Fund M&E activities (including selection of Project Indicators, program design, data collection, data entry and management in the GFCR M&E platform, analysis and communication of results), review of proposed M&E activities for Grant Fund proposals and Investment Fund activities, identification and communication of main results, presentations of M&E results and progress to the GFCR Secretariat, Executive Board, and external partners. In addition, a core focus of the GFCR M&E Framework is its alignment with global climate and biodiversity goals (e.g., the GBF) and supporting implementation of the global goals by GFCR programs at national and regional levels.

As of July, 2023 an M&E Framework was approved, and is defined by two sets of indicators:

- 1) A core set of Fund Indicators required by all GFCR programs to measure portfolio-wide progress to the GFCR Outcomes, and
- 2) Project Indicators that are to be selected by GFCR programs as relevant to different investment sectors, appropriate to local cultures and contexts, and feasible/cost-effective.

Over the next two years, UNEP will expand technical capacity, oversight, M&E technologies, and strategic partnerships for Grant Fund and Investment Fund activities to implement the M&E Framework. UNEP's engagement will strengthen accountability and learning to measure results and track progress of Grant Fund and Investment Fund activities toward meeting the GFCR's desired outcomes as enshrined in the Theory of Change. With technical analyses of M&E data, UNEP will identify successful outcomes that can be replicated and scaled with future investments. In addition, UNEP will provide advice on best practices for coral reef conservation/restoration innovations and technologies, ensure the coordination of GFCR M&E strategies with global initiatives (e.g., the Global

Biodiversity Framework, GBF, the Global Coral Reef Monitoring Network, GCRMN), adapt the Marine Ecological Research Management Aid (MERMAID) platform as the GFCR M&E reporting tool, and deliver strategic communication support and advocacy to amplify GFCR successes and build brand recognition.

To support UNEP, the Wildlife Conservation Society (WCS) will adapt the MERMAID platform to support software development for the GFCR M&E platform (REEF+ Impact, see Annex 2). WCS will adapt and develop new software to support Grant Fund and Investment Fund programs in their data collection, management and reporting by building: API/authenticated web forms for Fund Indicators, support for advanced analysis and attribution of GFCR trends (e.g., Allen Coral Analysis), and support for the GFCR Secretariat to contribute reporting to global goals and initiatives (e.g., GBF, Race to Resilience, UN Decade on Ocean Science, UN Decade on Ecosystem Restoration). To ensure coordination and partnership of GFCR M&E activities in global initiatives, the International Coral Reef Initiative (ICRI) and Global Coral Reef Monitoring Network (GCRMN) will connect GFCR M&E activities to capacity building of coral reef monitoring efforts worldwide and support UNEP with strategic partnerships between GFCR M&E activities and global coral reef science initiatives (e.g., CORDAP, GBF expert groups, High Level Climate Champion Coral Breakthrough, etc.).

B. Strategic Engagement and Partnerships

GFCR's Strategic Engagement and Partnerships approach includes the following interrelated areas of work:

- Resource mobilisation
- Partnerships
- Global Policy Engagement
- Coral Champions Network
- Priority Events

GFCR activities under this working unit are carried out in an integrated manner. In addition, engagement in priority events accelerates visibility for GFCR's position as a tool for (1) developing countries to implement national/regional 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.

Resource Mobilisation

The work plan period will be crucial to accelerate the GFCR resource mobilisation 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 instruments (Grant Fund and Investment Fund) will simultaneously implement a collaborative GFCR Resource Mobilization Strategy (see Annex II), including two-interconnected and tailored plans for securing sequenced GFCR donor contributions and private investment. The complementary plans will work to mobilise resources according to portfolio needs under the unified GFCR objectives. The Strategy will be considered a working strategy, with periodic amendments to take place based upon the experiences and lessons learned of the UNGT and partners.

Specifically for the Grant Fund, the UNGT will shift fundraising resource mobilisation efforts from the 'initial contribution stage' into a reliable funding model by seeking multi-year pledges from donors based on the determined multi-year programme portfolio needs. The GFCR Grant Fund follows the path, including high-level engagement at , UNGA79, CBD COP16, UNFCCC COP29 toward a mobilisation of the current estimated full portfolio needs (estimated at USD \$225 million) by June 2025 at the UN Ocean Conference 2025 (UNOC 2025).

During the work plan activities period, the UNGT will prioritise Grant Fund resources mobilisation efforts utilising the following criteria:

UN Member States:

- Member States that have a strategic fit – e.g., focus on biodiversity, including marine biodiversity; blended finance, financial mechanisms
- 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); blended finance and financial mechanisms, and
- Philanthropies that are part of partners' relevant networks and could follow peers into joining the Coalition.

Partnerships

The objective of the GFCR's partnership modality is to advance priorities by promoting collaboration in the areas related to programme development, identification and creation of a reef positive business pipeline and incubation (including co-programming and co-financing), building a reef positive investment ecosystem, advancing GFCR global policy objectives, knowledge sharing and communications.

During the 2022-2023 period, the GFCR heavily leveraged UNDP's, UNEP's, and UNCDF's extensive network and connections to build valuable strategic partnerships that have the potential to enhance the GFCR's efforts. These partnerships fall under two main pillars: a) Strategic & Technical; and b) Financial. It is important to highlight that through UNDP's leadership and efforts, the GFCR has successfully secured interest in developing two crucial partnerships with the Global Environmental Facility (GEF) and the Biodiversity Finance Initiative (BIOFIN) (see below).

Building on the accomplishments from 2020-2023, during which GFCR established numerous strategic partnerships, the UNGT will focus partnership building and collaboration in the new funding period on efforts and opportunities aligned to the partnership collaboration areas described above along the pathway to UNOC 2025 and beyond. These efforts will include partnerships with GEF, BIOFIN and potentially others, as described below:

GEF

The UNGT, with UNDP as lead, is currently in discussions with the GEF Secretariat to secure financing through a portfolio approach that will unlock multiple entry points for collaboration with GEF via the International Waters Focal Area, the Non-Grant Instrument (NGI) and the GEF8 Blue & Green Islands Integrated Programme.

Initially, the GFCR is currently exploring a potential USD \$20 million global GEF multi-country project titled '*Transforming Markets for REEF+ Investment Solutions*', with potential to include access to GEF's Non-Grant Instrument (NGI) funding through partnership with an accredited entity such as the International Finance Corporation (IFC). This project proposes to enhance the capacities of priority coral countries (especially LDCs and SIDS) to ensure fair representation and equitable access to blended finance for coral conservation and build investable coral-positive business pipelines in key regions and ecosystems. It will enable GFCR to build the basis for market-led innovation and develop more robust business approaches through future GFCR programmes, and support upscaling and replication of successful solutions globally beyond the GFCR portfolio. The project pivots on the following key areas:

- 1. Enhancing enabling conditions for reef-positive Investments***
- 2. Building Finance and Technical Assistance Facilities***
- 3. Optimised capacity development through the GFCR knowledge platform and engagements***

GEF8 Blue & Green Islands Programme Integration

UNDP has been selected by the GEF Secretariat to lead the GEF8 Blue & Green Islands Integrated Programme (BGI-IP). The IP includes 15 participating countries with child (sub) projects across the three SIDS region: Atlantic & Indian Ocean States, Caribbean, and Pacific. The objective of the BGI-IP is to reduce ecosystem degradation, enhance resilience of the coupled socio-ecological systems, and facilitate nature-positive development by applying nature-based solutions in key ecosystems that support climate resilient and sustainable socio-economic development in SIDS, with specific application to the food, tourism and urban sectors. A core pillar of the BGI-IP includes partnerships with private sector partners able to provide catalytic finance and investment capital at scale to accelerate the adoption of proven nature-based solutions and scale up area-based protection and management of vital ecosystems. Specifically, de-risked by grants and concessional finance, the IP will establish partnerships with financial institutions and corporates in ways that evolve their financial and economic systems; redirect flows from nature-negative to nature-positive with climate co-benefits; create and access new market instruments that promote sustainable management; ensure corporate accountability; increase private finance to protect nature; and catalyse local nature-positive enterprises that empower community action and generate tangible benefits for ordinary people. In this context, UNDP will work with the GEF and GFCR colleagues to leverage synergies and concrete opportunities for collaboration with GFCR, which supports blended finance initiatives that unlock private investment in commercially viable coral-positive businesses and supply chains (on and off-reef) that benefit local communities in multiple SIDS. Specifically, UNDP will work with GFCR to integrate the Knowledge Platform into the design of the IP's global coordination project as a key platform for solutions sharing, replication and scaling, and resource mobilisation.

BIOFIN

UNDP is collaborating with the global UNDP BIOFIN programme to enhance the visibility and increase partnership opportunities. The BIOFIN approach is a systematic assessment and planning process for biodiversity finance at the national and sub-national level. Currently working in over 40 countries, the BIOFIN approach will be implemented in over 90 countries in the coming years, with financial support from the GEF, presenting an excellent opportunity to leverage the approach of GFCR. Building on the co-development and facilitation of a technical session on coral reef finance at the 2023 Global BIOFIN conference in South Africa in May 2023, UNDP will work with BIOFIN at country level to explore practical on the ground partnership and alignment of activities to promote the development and deployment of coral reef finance in five interested GFCR/BIOFIN countries, including potentially Seychelles and Belize. The collaboration with the GFCR, this will include a range of opportunities to be explored, mostly focusing on sharing of coral reef finance solutions with the national teams working on BIOFIN to increase the visibility of coral reef finance in the national BIOFIN processes and increase finance for coral reef conservation, restoration, community support, and private investment. In addition, collaboration is planned with BIOFIN to deliver a CFA/BIOFIN-financed online training course on coral reef finance in 2024.

International and Development Finance Institutions (IFIs/DFIs) and International Commercial Banks

Partnerships will be consolidated and activated with IFIs and DFIs, including World Bank/IFC, regional development banks (e.g. ADB, IADB, AfDB), national development finance institutions (e.g. DFC, KfW), and others active in the blue investment space. Among these, initial priorities include WB/IFC and ADB, with other priorities to be identified. These partnerships will aim to expand the GFCR Reef Positive Investment Ecosystem and complement the GFCR Investment Fund options to support coral reef finance in GFCR countries and programmes. Potential collaboration with IFC is under consideration for a proposed GEF partnership to access the GEF Non-Grant Instrument. There are also emerging finance solutions that could have profound impacts on the success of GFCR initiatives, including work with the insurance sector (e.g. parametric insurance), blue bonds, and debt conversions (such as the recent noteworthy \$1.6 billion debt conversion concluded in Ecuador with proceeds benefiting marine conservation in the Galapagos Islands).

Various international commercial banks have also expressed interest in collaboration with the GFCR including BNP Paribas (an original partner in GFCR), Société Générale, and Deutsche Bank. Opportunities also exist with other financial institutions, such as Citi, which are active in the ocean/blue economy space. These partners could provide a range of finance instruments ranging from direct impact investing for specific companies, loans, and financial guarantees to partners in target countries (local banks, MFIs), and other products, such as sustainability-linked loans

and bonds. Initial exploratory discussions with these key partners will be followed by concrete opportunities as they are identified.

Global Policy

In 2022, the UNGT identified through the early stages of coral nation programme implementation that government engagement efforts needed to increase to ensure that programmes could assist in establishing the relevant enabling conditions needed to advance reef-positive businesses and financial mechanisms. Further, deepened government engagement was also identified as being important to ensure the GFCR’s success in engaging at the global policy level and in international fora and events. Ensuring coral nation government collaboration with the GFCR coalition at the global level in turn further supports programme implementation as government partners can make clear linkages between how the GFCR advances their national priorities and international commitments. To advance this area of work the UNGT developed in 2023 a Government and Global Policy Engagement strategy and mapped out key opportunities to advance GFCR priorities in these areas.

At the programme level , the UNGT will focus on identifying with Convening Agents policy and regulatory gaps that limit the development and up-scale of reef positive solutions being sought by GFCR Grant Fund programmes. This will be complemented by the development of policy engagement briefs or guides to help inform CA and governments to advance policy development and implementation within the scope of programmes.

At the global level, the UNGT will focus on establishing active engagements with key international political platforms such as the High Ambition Coalition, High Level Panel for a Sustainable Ocean Economy Ocean, the Global Ocean alliance and others with the objective of positioning GFCR as a key mechanisms to support countries in meeting national targets and international commitments related to marine and coral reef conservation. In addition the relationship with the CBD Secretariat is expected to be deepened, while more active engagement with the UNFCCC Secretariat and UNDESA will also be sought.

#For Coral Champions Network

UNEP is tasked to co-lead the implementation of the Communications Strategy, including to coordinate with UNEP Communication Division and other service providers, to develop marketing products and collaterals based on findings from M&E activities to support GFCR communication needs.

As part of these strategic communications and engagement efforts, UNEP is responsible, in close consultation with other members of the UNGT, for designing and executing GFCR’s #ForCoral Champions Network activation plan; as well as identification and execution of high-level advocacy opportunities to build a results-based GFCR brand aligned with the Secretariat’s Communication Strategy, in which key milestone events such as UNGA, climate and biodiversity COPs, UNEA, and UNOC, are paramount to the engagement and amplification efforts.

This Network will engage a variety of influencers, including general public, media, champion governments, and leaders in the investment community, for targeted interventions that aim to elevate the profile, visibility, authority and credibility – “trust factor” – of the GFCR.

Events

During 4/2024-3/2026 period, the UNGT aims to lead GFCR’s overall engagement priority events, including but not limited to:

Potential Priority Events / Meetings	Location/Dates (if available)
UNEA-6	February 2024 / Kenya
Our Ocean Conference	March 2024 7 Greece
Ocean Decade 2024	April 2024 / Spain

UNGA79	September 2024 / New York, USA
The Global Nature Positive Summit 2024	October 2024
COP16 CBD	November 2024
UNFCCC COP29	November 2024
Our Ocean Conference	March 2025
3 rd UN Ocean Conference 2025	June 2025 / Nice, France
UNFCCC COP30	Q4 2025

This engagement will include coordinated participation efforts with the GFCR Investment Fund team to ensure a unified GFCR Coalition approach. In addition, the UNGT will also work closely with IF to coordinate GFCR engagement in events led by the IF, 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.

C. Policy Compliance

Fund Policies

The Policies component builds on the role that UNDP plays in developing the policy architecture for the GFCR. During this project period, the UNDP will, including through the use of International Consultants, further develop the policy architecture and build capacity of Convening Agents and Implementing Partners on these policies, standards, and guidance, including through training modules on the GFCR Policy Architecture to support the uptake, application and implementation of the full set of GFCR policies and standards by Convening Agents, Implementing Partners and other core stakeholders. In addition, UNDP will provide support through the end of 2024 on fund-level policy reporting until this role is transitioned to UNCDF.

Indigenous Peoples and Local Communities (IPLC) Policy

UNDP will develop and operationalize an IPLC policy specific to the GFCR that will include background information on rights-based approaches to conservation and blended finance in the context of reef-associated IPLCs, communication issues and awareness, requirements relating to Free Prior and Informed Consent (FPIC), and related issues. A capacity development and training programme to ensure effective application of the Policy will be rolled out to Convening Agents and project partners through the Knowledge Platform. UNDP will further ensure the GFCR reporting templates are updated to capture policy implementation progress and will further review relevant report sections for necessary follow-up.

Stakeholder Engagement Policy / Guidance

UNDP will build on its extensive experience in stakeholder engagement to develop and operationalize a Stakeholder Engagement Policy for the GFCR that complements the IPLC Policy in that it includes a broad range of stakeholders. Stakeholder engagement is an essential part of program development and implementation and is crucial to program success. The Stakeholder Engagement Policy will cover issues such as: identification of key stakeholders, stakeholder categorization and engagement approaches, key communication approaches, risks and grievance management, engagement for knowledge, monitoring, and evaluation, and diverse value recognition. Following the development of the Stakeholder Engagement Policy, UNDP, with support from the GFCR Senior Technical Advisor and the Blended Finance Expert, will integrate the policy into relevant Knowledge Platform modules to build awareness and capacity for GFCR partners and the broader coral reef finance community. UNDP will further ensure the GFCR reporting templates are updated to capture policy implementation progress and will further review relevant report sections for necessary follow-up.

Private Sector Engagement Policy & Due Diligence Tool

UNDP will develop and support the application of a GFCR Private Sector Engagement Policy and Due Diligence Tool to ensure effective partnerships with private sector actors in a range of contexts including advocacy & policy dialogue, resource mobilisation and fundraising (into GFCR), and reef-positive finance and business operations in GFCR programmes. The policy and due diligence tool will enable GFCR partners at all levels to assess risks, make and take effective decisions in relation to private sector partnerships, and take steps to mitigate and manage identified risks. Together, they will provide the basis for formalising GFCR partnerships with the private sector. UNDP will further ensure the GFCR reporting templates are updated to capture policy implementation progress and will further review relevant report sections for necessary follow-up.

Anti-Money Laundering and Countering the Financing of Terrorism Policy

The GFCR is committed to assure anti-money laundering (AML) and countering the financing of terrorism (CFT) practices, which continues to be a challenge globally. The AML-CFT Policy developed and operationalized by UNDP will therefore ensure active assessment and mitigation of internal and external risks in line with comprehensive international standards on combating money laundering and the financing of terrorism & proliferation. The GFCR will not tolerate the diversion of the resources entrusted to it through money laundering or terrorist financing. Similarly, the GFCR will not partner with entities that tolerate the diversion of resources through money laundering or terrorist financing. In response to these risks, the Policy will provide a risk-based approach to ensure the integrity of all its activities. UNDP will further ensure the GFCR reporting templates are updated to capture policy implementation progress and will further review relevant report sections for necessary follow-up.

Fund-level Grievance Resolution Mechanism

In addition to project-level grievance resolution mechanisms that are required to be established at GFCR programmes, UNDP will establish and operationalize a GFCR Fund-level Stakeholder Resolution Mechanism (the “Mechanism”) that will provide stakeholders with a supplemental means of redress for concerns that cannot be resolved through standard programme management procedures, or which emerge over and above programmes. The Mechanism will permit complaints and grievances to be registered and transmitted to the appropriate authority via an online link and form to support full and effective stakeholder engagement and allow the GFCR Secretariat respond to complaints from GFCR-affected people in a timely manner. UNDP will further ensure the GFCR reporting templates are updated to capture Mechanism implementation progress and will further review relevant report sections for necessary follow-up.

Translation of Policy Architecture and Knowledge Platform into other languages (French & Spanish)

The GFCR Executive Board has requested the translation of the Fund’s policy architecture, and the Knowledge Platform into French and Spanish. This will be completed to ensure effective access to GFCR materials and tools by a wider set of stakeholders and partners.

D. Knowledge Management and Learning

At the core of the GFCR’s Knowledge Management and Learning component is the further development and expansion of the knowledge platform, an effort led primarily by the UNDP in collaboration with other members of the UNGT. This is a central mechanism for the implementation of the GFCR mission, strategy and mandate. It can be viewed both as a platform and a programme, providing an essential tool for the interface and integration of external and internal elements of the GFCR Fund and wider Coalition structure. The target audience includes conservation practitioners, businesses, and impact investors.

The Platform is structured across five mutually reinforcing and interconnected components:

1. **Discover.** Offers a comprehensive solutions and knowledge database on reef-positive actions, including innovation-focused case studies from both GFCR-funded programmes and beyond, augmented by mapped communities of experts and partners.
2. **Collaborate.** Facilitates and enhances communications and networking among coral reef finance and knowledge practitioners, including through focused webinars/practitioner discussions and the creation and

curation of thematic Communities of Practice (COP) or Working Groups. This will also include the organisation of an annual ‘conference’ to convene the global COPs and a central role in the REEF Action Hub organised by GFCR at global conferences and in key events to elevate the mission and demonstration impact of the Fund.

3. **Learn.** Provides a suite of training and capacity development tools and programmes to build skill sets and competencies related to coral reef finance and fostering peer-to-peer knowledge management and learning exchanges, including through development of Best Practice Guides, policy briefs, and on-line learning courses.

4. **Invest.** Supports the identification of impact-driven investment opportunities across the reef-positive investment ecosystem and the facilitation of access to finance from a diversity of private and public sector donors and investors. The Knowledge Platform occupies a central role in the GFCR investment ecosystem, especially in relation to the ‘missing middle’ of the investment ecosystem. REEF+ will build important strategic and technical partnerships with microfinance institutions, incubators, technical assistance facilities, entrepreneurs, innovators, and investors at the local and national level, and connect to and leverage relevant networks and initiatives of regional and global actors. These global partners include BINGOs and coral reef coalitions, such as Blue Nature Alliance (BNA), Ocean Risk and Resilience Action Alliance (ORRAA), the International Coral Reef Initiative (ICRI), the Coral Research & Development Accelerator Platform (CORDAP), the UNDP Biodiversity Finance Initiative (BIOFIN), the UNFCCC High-Level Climate Champion team for COP28, the Joint SDG Fund, and many others.

5. **Impact.** Through strong collaboration with UNEP and the GFCR Secretariat, integrating with GFCR’s M&E framework and policies as well as other relevant global coral reef monitoring and reporting platforms (such as MERMAID and ReefCloud), to support GFCR’s ability to efficiently measure and evaluate results and impacts at programmatic and Fund levels.

The main target outcomes and indicators in the short- and medium-terms are detailed as follows:

Discover	# of High Quality and vetted reef-positive solutions posted # of knowledge posts (including expert articles and guidelines documents) # of post views	100 100 2,000
Collaborate	# of webinars, workshops, and knowledge-focused sessions # of communities of practice on key topics # of REEF+ and Reef Action Hub events	10 5 2
Learn	# knowledge & learning products developed and disseminated	10
Invest	# of pitches attended by investors, businesses, and banks	1
Impact	# of Impact reports, GFCR annual reports	4
General	# of active users	250

C. Governance Management and Internal Coordination

Strategic Plan

In 2020-21, the CFA – with financial and technical support from the UNDP (through SIDA flexible funds) and in collaboration with the GFCR Secretariat – developed the GFCR’s initial Investment Plan. Plans to update the Investment Plan as part of the GFCR’s adaptive management have been revised to prepare a more concise Strategic Plan. This Strategic Plan will be informed by the ongoing work of the UN Global Team, the GFCR Executive Board, the Convening Agents and strategic partners, Pegasus Capital Advisors, the GFCR Advisory Board, the Scientific and Technical Advisory Group (STAG), and the conservation and coral reef finance community at large.

A series of interviews and discussions with the Convening Agents (CAs), implementing partners, members of the Executive Board, GFCR Partners, coral reef and conservation finance experts and practitioners, and other key stakeholders have already taken place. These discussions were aimed at gathering feedback and insights to enhance the strategy and effectiveness of GFCR going forward. They will feed into the drafting of the Strategic Plan 2030 and revised Terms of Reference (TORs).

Following data and information collection, discussions with the UNGT, and presentation to the Board, a draft Strategic Plan will be elaborated. This draft will be socialised with the Executive Board, Advisory Board, the Investment Fund management team, and Convening Agents through presentations and discussions. Feedback will be incorporated and a process of finalisation and ultimately endorsement by the Executive Board will be pursued. It is estimated that a draft Strategic Plan 2030 will be completed by the end of Q1 2024, and a final version will be ready to share for endorsement consideration of the Executive Board by end Q1 2024. Following the finalisation of the Strategic Plan, the UNGT Management Team will determine if an update to the GFCR Terms of Reference (TOR) are warranted (very likely) and the GFCR Senior Technical Advisor will lead the update of the TOR with support from the wider UNGT and UNDP.

Executive & Advisory Board Meetings

To date, the UNGT has organised ten (10) Executive Board meetings since the GFCR was established in 2020. These Executive Board meetings have been a critical forum for GFCR Executive Board members to convene and collectively offer strategic direction, guidance, and oversight to the Grant Fund’s work and its collaboration with the Investment Fund. Executive Board meetings also serve as the primary mechanism by which Executive Board members finalise decisions and Grant Fund financial allocations towards the GFCR’s global, regional, and country programmes.

The UNGT plays a critical role in supporting the Executive Board's functions and tasks. This includes planning and organising meetings, which can be in-person, virtual or hybrid. The UNGT is responsible for reviewing and evaluating materials submitted by Convening Agents and partners before each meeting, ensuring their quality and relevance. They prepare essential documents, such as agendas and updates, to facilitate these meetings. Furthermore, the UNGT ensures that decisions made by the Executive Board are properly documented, disseminated, and executed. They expedite the allocation of financial grants to various global, regional, and country programs based on the decisions taken during these meetings.

The UNGT's functions extend to the revision and maintenance of the Executive Board's Terms of Reference. They facilitate changes to the board's composition, which may include increasing the number of seats and defining membership terms. Additionally, the UNGT oversees the implementation of these revisions, ensuring that they are finalised and signed off as needed.

Throughout the year, the Executive Board, with the support of the UNGT, addresses numerous topics, including strategic discussions and program proposals. The decisions made during these meetings result in the allocation of financial grants to various GFCR programs, totalling substantial amounts. The UNGT's role is to assist and coordinate these processes, ultimately supporting the GFCR's mission of coral reef conservation and restoration.

UNGT Management & Internal Communications

UNGT continues to play a crucial role in the governance and internal communication processes within the GFCR. A primary function is to facilitate effective governance, which includes supporting the Executive Board and Advisory Board. UNGT is responsible for the preparation and smooth operation of these board meetings, ensuring that decisions made by the Executive Board are put into practice and relevant recommendations are circulated as needed.

One of the key activities of UNGT is to oversee the execution of Memoranda of Understanding (MOUs) with external partners, such as Pegasus Capital Advisors, and manage the day-to-day coordination with these partners and the Investment Fund Team. This coordination may involve establishing committees to facilitate smooth interactions. These committees help align GFCR-wide activities, including pipeline development, resource mobilisation, communications, planning for important events, and focusing on specific areas of significance, which could include political and conservation priorities.

In addition to the governance-related responsibilities, the UNGT monitors the evolving landscape of GFCR. Given the dynamic nature of the initiative, they prioritise periodic assessments to identify areas within the GFCR's governance and operations that may require review and updates. These evaluations contribute to the ongoing refinement of the GFCR's governance structure, ensuring its adaptability to the changing landscape and its continued effectiveness in the pursuit of coral reef conservation and restoration.

Governance

Over the next two years, the UNGT will continue to play a critical role in supporting the Executive Board. The UNGT will continue to actively encourage participation and engagement from all Executive Board representatives of Member States, philanthropic organisations, and UN Agencies.

The UNGT will continue to lead the planning and organisation of regular Executive Board meetings, addressing a wide array of topics, from strategic discussions to programme proposals. These meetings remain essential in the Fund's governance and decision-making process, and the UNGT will continue to drive the initial review, evaluation, and quality assurance of materials submitted by Convening Agents and partners for Executive Board consideration. Through the Executive Board meetings, the UNGT supports and informs the GFCR Executive Board as it makes decisions on the allocation of funds, and endorsement of critical policies and strategies that align with the GFCR's core objective of protecting coral reefs.

The UNGT will also focus on building a Strategic Plan, aligning this with the evolving landscape of coral reef conservation. This will involve ensuring that the Terms of Reference accommodates the changing roles of key players, such as Pegasus Capital Advisors, and provide clear definitions of GFCR coalition membership terms. Development of the Strategic Plan will be carried out with the aim of enhancing the Executive Board's efficiency and responsiveness to the Fund's needs.

D. Communications

Communication & Demonstration

The Demonstration & Mobilisation Strategy 2023 - 2025 comes at a critical time as the Fund prepares to accelerate programming launch, scale up resource mobilisation and demonstrate its blended finance approach. The GFCR 2023-2025 Demonstration and Mobilisation Strategy's overall objective is to mobilise greater global action and investment for coral reef conservation through strategic communications and engagement. It recognises that an integrated approach is needed for the achievement of this objective centred on three interlinked sub-objectives - building awareness, mobilising resources, and demonstrating solutions. The consolidation of this strategy is based on

lessons learned and the need for an integrated plan that can be executed and achieved throughout GFCR Coalition activities. The strategy encompasses three core areas of implementation:

1. **Build Awareness:** Increase public and private sector awareness of coral reefs as an ecosystem vital to life on Earth, the threats to their existence, and the investment ready solutions available to increase their resilience and chance for survival.
2. **Resource Mobilisation:** Increase public and private investment into the GFCR as a key vehicle driving financing to help implement the Kunming-Montreal Global Biodiversity Framework (GBF) and adaptation targets.
3. **Demonstration:** Communicate and showcase reef-positive solutions and investment pathways to accomplish knowledge sharing and capacity building objectives.

Key Activities will include:

- Global Coral Reef Breakthrough - specifying & advocating targets & needs
- High-level visibility through events (UNOC, UNGA, UNEA, COPs), media (interviews, opinion editorials, feature pieces, social posts), publications and influencer engagement
- Marketing products (GFCR & call to action video, social media stories & campaigns, etc.)
- Press releases, advisories, public statements, declarations, media engagement, publications
- Information products (deck, brochure, newsletter, etc.)
- Targeted high-level calls to action
- Interviews, opinion editorials, media/partner feature pieces, in-depth key opinion leader posts
- High-level government engagement
- Investor roadshow (roundtables, investor forum engagements, multi-laterals, etc.)
- International, regional & national investor and donor-focused events & convenings
- Direct outreach to donor nations & philanthropies
- Knowledge solution database & capacity building activities
- Impact reports, GFCR annual reports
- Publications, including expert articles & guidelines documents
- Newsletters & update briefs

Annual Reef Action Hub convening, events & information sharing sessions (webinars, etc.)

E. Reporting

The UNGT plays a crucial role in managing and overseeing the reporting process for GFCR Convening Agents. The UNGT collects, consolidates, and further analyses and synthesises reports to ensure transparency, accountability, and compliance with GFCR objectives.

Every year, the UNGT initiates the reporting cycle by providing clear guidelines and templates to Convening Agents and other direct recipients. These guidelines outline the specific information, data, and metrics that CAs need to report on. CAs are required to submit reports detailing their project progress, financial expenditures, the impact of their initiatives, risks and mitigation, etc. The UNGT ensures that reporting deadlines are met and may provide guidance or training to recipients to improve the quality and consistency of their reports.

After receiving reports from grant recipients, the UNGT consolidates the information. This involves reviewing the submitted reports for accuracy, completeness, and compliance with reporting requirements. Information is then aggregated and synthesised into the Consolidated Annual Report that provides a holistic view of GFCR's performance and impact. This is shared with EB members and other donors by the end of May of every year.

F. Operations

In the next two years, the UN Global Team will continue to play a crucial role in managing the day-to-day activities and financial operations of the Global Fund for Coral Reefs. The team will focus on expanding its capacity by

recruiting additional professional and general staff to be dedicated towards operations and administration. This step will ensure that the GFCR's initiatives run efficiently and effectively, reaching a broader audience and making a more significant impact on coral reef conservation.

As the UNCDF team has fully operationalised the GFCR office in Geneva, Switzerland, the UNGT will continue to manage the budget, financial projections, and fund transfer transactions, providing detailed reports to the Executive Board. This will include the coordination of fund transfers to various GFCR grant recipients and Participating UN Agencies. The team will maintain the high standards of transparency and accountability, engaging third-party evaluators to conduct fiduciary assessments on non-UN organisations being considered as GFCR grant recipients. Moreover, they will oversee the implementation of assessments on Protection Against Sexual Exploitation, Abuse, and Harassment (PSEAH) for non-UN grant recipients, ensuring that funds are directed to organisations that uphold the highest ethical standards.

The team will further strengthen its commitment to operational efficiency, as witnessed in past practices, with a strong emphasis on the Operational Manual and procedures to guide all GFCR stakeholders. This dedication will guarantee that the GFCR's mission of coral reef conservation remains at the forefront of its operational efforts in the coming years.

IV. UNCDF-NAT Replenishment Budget

UNDG Category	UNCDF Replenishment Request		Total
	2024-25	2025-26	
1. Staff and other personnel	\$ 1 232 211	\$ 1 232 211	\$ 2 464 422
NAT Director (50% FTE)	\$ 172 500	\$ 172 500	\$ 345 000
Deputy Director, GFCR UNGT (100% FTE)	\$ 299 448	\$ 299 448	\$ 598 897
Strategic Engagement & Partnerships Specialist (100% FTE)	\$ 218 690	\$ 218 690	\$ 437 380
Programme Analyst (100% FTE)	\$ 181 022	\$ 181 022	\$ 362 045
Coordination & Ops Analyst (100% FTE)	\$ 181 022	\$ 181 022	\$ 362 045
Operations, Administration, Finance Support Staff	\$ 179 528	\$ 179 528	\$ 359 056
2. Supplies, Commodities, Materials	\$ -	\$ -	\$ -
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 30 000	\$ 30 000	\$ 60 000
4. Contractual services	\$ 503 000	\$ 696 724	\$ 1 199 724
Strategic Engagement & Partnerships Consultants	\$ 75 600	\$ 232 324	\$ 307 924
Events / videos / graphic design Consultants	\$ 45 000	\$ 25 000	\$ 70 000
Website Improvement	\$ 20 000	\$ 20 000	\$ 40 000
Programming Consultants	\$ 170 100	\$ 170 100	\$ 340 200
Governance / Reporting Consultants	\$ 100 800	\$ 100 800	\$ 201 600
Independent Due Diligence (e.g., HACI, PSEAH evaluations)	\$ 67 500	\$ 67 500	\$ 135 000
Others	\$ 24 000	\$ 81 000	\$ 105 000
5. Travel	\$ 119 000	\$ 170 000	\$ 289 000
Strategic Engagement & Partnerships	\$ 40 000	\$ 35 000	\$ 75 000
Programming	\$ 49 000	\$ 63 000	\$ 112 000
Governance / Reporting	\$ 30 000	\$ 72 000	\$ 102 000
6. Transfers and Grants to Counterparts	\$ -	\$ -	\$ -
7. General Operating and other Direct Costs	\$ 129 000	\$ 129 000	\$ 258 000
Geneva office est. rental	\$ 54 000	\$ 54 000	\$ 108 000
UNCDF HQ cost recovery	\$ 75 000	\$ 75 000	\$ 150 000
Subtotal	\$ 2 013 211	\$ 2 257 935	\$ 4 271 146
Indirect Cost (7%)	\$ 140 925	\$ 158 055	\$ 298 980
Total	\$ 2 154 136	\$ 2 415 990	\$ 4 570 126

V. UNDP Budget

UNDG Category	Previously Approved 2021-23	Replenishment Request (2023-24)	Total (2021-24)
1. Staff and other personnel	\$256,579	\$249,050	\$505,629
2. Supplies, Commodities, Materials	\$15,000	\$-	\$15,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$3,500	-	\$3,500
4. Contractual services	\$344,084	\$806,300	\$1,150,384
5. Travel	\$18,084	\$300,000	\$318,084
6. Transfers and Grants to Counterparts	-	-	-
7. General Operating and other Direct Costs	\$37,397	-	\$37,397
SUBTOTAL DIRECT COST	\$674,644	\$1,355,350	\$2,029,994
Indirect Support Cost (7% of Direct)	\$47,225	\$94,875	\$142,100
TOTAL	\$721,869	\$1,450,225	\$2,172,094

VI. UNEP Budget

In March 2023, the UNEP GFCR Global Programme on Monitoring and Evaluation was replenished in the amount of \$2,012,584 for a two year period (GFCR EB9 decisions) . A replenishment request is expected in 2025.

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

Supplies, equipment, and connectivity

This budget line includes IT equipment for 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 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

Annex I - UNGT Personnel, Roles, and Responsibilities

The table below summarises the overall roles and responsibilities of UNGT personnel hired through different contractual modalities including UN staff positions, IPSAs, international Consultants, UN Volunteers, and others.

Position Title	Key Functions	Budget Requested as part of replenishments
Director, UN Global Team (UNDCF NAT)	<ul style="list-style-type: none"> - Establishes and oversees the implementation of the UNGT vision to achieve the GFCR objectives, including programmes direction. - Leads and manages overall relationship with the Executive Board (EB) and provides strategic advice on Fund investment related matters. - Manages resource mobilisation strategic direction. - Leads overall relationship with the GFCR Investment Fund Team. - Leads the development of the investment plan and proposes funding priorities to the Executive Board. - 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. - Represents GFCR at important global, regional and/or national events and meetings. - Manages the UNGT and operational budget. - Member of UNGT Management Team 	Yes
Deputy Director, UN Global Team (UNCDF NAT)	<ul style="list-style-type: none"> - Advises and supports UNGT Director in managing the relationship with the EB and supports preparations for EB meetings. - Leads and manages the relationship with the Advisory Board (AB) and preparations of AB meetings, in collaboration with the Investment Fund Team. - Manages and ensures alignment and coordination of overall UNGT activities, by providing inputs across GFCR work units to enable strategic development and direction of the Fund. - Manages operational relationship of UNGT with GFCR Investment Fund Team. - Leads engagement and fosters relationships with strategic, financial, and institutional partners, and ensures partnerships align with GFCR objectives, including identifying strategic areas for co-implementation and co-financing with regard to GFCR priority ecosystem programmes and strategic engagement aspects. - Co-manages resource mobilisation strategic direction with the UNGT Director and leads relationships with specific donors upon request. 	Yes.

-
- 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.
 - Leads and guides process for the development and implementation of UNGT Project Documents, including Annual Work Plans, and Annual Reports.
 - Identifies and builds relationships with key public and private ocean-focused investors to formalise 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 Director and Deputy Director.
 - Co-leads with Programme Analyst 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 Director.
 - Member of UNGT Management Team

**Operations and
Coordination Analyst
(UNCDF NAT)**

- 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. Yes.
 - 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 organizations. Leads the development of financing agreements and oversees due diligence (HACT) for Non-UN partners as required.
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- 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.

**Programme Analyst
(UNCDF NAT)**

- Supports overall GFCR Programme development, including providing guidance to Convening Agents on programmes concepts and full proposals development. Yes.
 - 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.
 - 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.
-

Strategic Engagement and Partnerships Specialist (UNCDF NAT)	<ul style="list-style-type: none"> - 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 organisers and partners. - Liaises 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. - 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. 	Yes.
Investment Specialist (UNCDF LDCIP)	<ul style="list-style-type: none"> - 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 	No.

	<ul style="list-style-type: none"> - 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. 	
Administrative Support (UNCDF NAT)	<ul style="list-style-type: none"> - Provide comprehensive office support and administrative functions to ensure efficient daily operations - Manage the approval and coordination of team travel, including but not limited to the facilitation of Management approvals, liaison with travel agents, supporting with visa applications - Assist in procurement activities, including preparing requisitions, and contracts (e.g., printing of business cards, catering procurement for Geneva events, etc). - Maintain documentation and filing systems - Support office coordination with the Geneva leasing office, ICT, Security, to ensure GFCR team needs are met adequately and promptly - Support in preparing presentation materials and other general administrative tasks - Review, record, distribute, and process mail and documents as necessary. - Provide support with meeting minutes-taking - Provide logistical support for official meetings, conferences, workshops, and training sessions. - Liaise with partner organisations and participants for coordination 	Yes.
Programme Management Specialist (UNCDF NAT)	<ul style="list-style-type: none"> - Leads on financial planning, management, and reporting, including cash flow management and financial management processes in close coordination with UNCDF FMS to ensure the GFCR plans and implements programmes efficiently and effectively; - Facilitate end-to-end provision of procurement services, travel services, assets and contracts management, administrative due diligence, UN legal clearances, UNCDF grant management (i.e., Plug & Play), etc. while ensuring their effectiveness, transparency and integrity; - Develop and execute human resources strategies and plans, policy and procedures for GFCR - Working with relevant NAT staff, lead coordination with UNCDF FMS teams on procurement, finance, travel, and personnel issues 	Yes.

Programme Operations Manager (UNCDF NAT)	<ul style="list-style-type: none"> - Provide guidance and quality control on the compliance aspects of the programme/project management cycle from annual work planning, budgeting to implementation, monitoring, evaluation and reporting to project teams/partners, ensuring that results are delivered in accordance with work plan, UNDP/UNCDF policies, rules and regulations; and donor's requirements. - Assist in drafting, preparing, and reviewing terms of reference and specification for procurement of goods and/or services as well as recruitments. - Manage respective projects financial process: budget, pricing, cost recovery, invoicing and payments, reconciliations, and reporting to the head of the Nature Asset Team. - Proper planning, expenditure tracking and audit of financial resources in accordance with UNCDF/UNDP rules and regulations. - Proper management of the Contributions Management and accounting for contributions to ensure funds due to UNCDF are properly identified, consistently and uniformly classified, recorded on a timely basis and received with sufficient supporting documentation. - Support buying/procurement processes by facilitating RFQs, purchase orders, managing vendor relationship, and liaison with the central OFMS Procurement team. - Elaborate the UNCDF contract strategy including tendering processes and evaluation, guiding the management of contracts and contractor and legal implications. - Proper management of UNCDF assets, facilities and logistical services, including full compliance with IPSAS in the accounting for the procurement, utilization and disposal of assets. - Perform internal reporting checks and handling quarterly closing procedures. - Ensure UNCDF compliance with corporate human resources policies and strategies. - Monitoring training requirements and career development elements for and on behalf of the unit's team members. 	Yes.
Coral Nation Engagement Specialist (UNCDF NAT)	<ul style="list-style-type: none"> - Develops and leads implementation of GFCR engagement strategy with government representatives of recipient countries. - Evaluates and provides capacity building of GFCR Grant Fund programmes to ensure linkages and analysis of recipient countries government policies and priorities. - Develops and supports GFCR global policy engagement strategy, including engagement the international policy fora, specifically those relevant Multilateral Environmental Agreements and others such the International Coral Reef Initiative (ICRI) sessions. 	Yes.
Communications & Media Specialist (UNCDF NAT)	<ul style="list-style-type: none"> - Support development and implementation of the GFCR Communication Strategy and associated work plans; create and disseminate outreach materials (e.g., infographics, newsletters, mailing lists); support the maintenance of the GFCR website and other relevant portals. 	Yes.

	<ul style="list-style-type: none"> - Conduct analyses of social media and website KPIs; Coordinate with key stakeholders and partners to capture their inputs in the form of communication products. - Support GFCR preparation for and participation in high-level events and conferences; prepare and manage all event-related logistics, correspondence, and materials. - Other relevant communications and visibility-related tasks as advised by the GFCR Secretariat. - Supports relationships with global press, including establishing contact with reporters and editors from news organisations worldwide. - Enhances media/press coverage of GFCR by active media outreach and engagement, pitches, and stories. - Secures and coordinates recorded and print media interviews, op-eds and broader coverage. 	
Youth Advocate & Junior Strategic Engagement Officer (UNCDF NAT)	<ul style="list-style-type: none"> - Supports the GFCR in organising events, workshops, and conferences, including preparing communication materials - Supports the establishment, population, and updating of the GFCR champion trackers at the global and programmatic levels - Creates and disseminates high-quality content, such as articles, newsletters, and multimedia materials, to convey GFCR's mission - Supports GFCR resource mobilisation and strategic engagement activities - Strategizes ways to increase youth engagement in the GFCR and coral reef initiatives - Identifies and showcases success stories within GFCR's portfolio where youth, indigenous peoples, and women have received support or benefit from GFCR programming - Coordinates and supports global communications and fundraising campaigns - Represents GFCR by speaking at events and engagements to promote the need for accelerated coral reef conservation action and transitions to sustainable blue economy 	Yes.
Programme Finance Associate (UNCDF NAT)	<ul style="list-style-type: none"> - Monitor and implement an effective and proper functioning of the financial resources management system for office and programmatic budgets and resources. - Monitor the financial status and implement control mechanisms for management of GFCR - Regularly review with GFCR Project managers, in line with Month-end Closure process, the Project Delivery Status Reports and investigate any overspend and take immediate corrective action - Assist with preparation for Audit of Projects and Partners by third party audit firm. Follow-up and/or take action on audit recommendations to ensure implementation of corrective actions. Assist in pre-audit reviews - Review and verify financial transactions/activities/documentation for accuracy, appropriateness and completeness and ensure full compliance of financial services and transactions with UN rules, regulations, policies and recording and 	Yes.

	<p>reporting systems. Certify transactions for accuracy and propriety prior to submission.</p> <ul style="list-style-type: none"> - Timely preparation of verified payment vouchers based on proper supporting documents authorised by the budget owners and project managers. - Maintain internal expenditures control systems to ensure that vouchers processed are matched and completed, transactions are correctly recorded and posted, payrolls are duly prepared and processed; travel claims, and other entitlements are duly processed. Review on a weekly basis payment vouchers which are in error, investigate and take necessary corrective action timely. - Prepare General Ledger journal entries (GLJEs) from proper supporting documents authorised by the budget owners and project managers. - Review accounts receivables and follow-up with project managers and Finance section at headquarters on contributions, deposits creation and their application to accounts receivable and milestone pending items. - Maintain up to date and accurate data in relation to Petty Cash reconciliation, Outstanding Partner advances, Staff Advances/Other Advances, VAT/Sales Tax (as applicable), General ledger journal entries (GLJEs), Accounts Payable journal entries (APIVs), Petty Cash, and Travel claims and take timely corrective actions on erroneous data. Conduct other work as required by Operations Manager or Finance Section. 	
<p>Team Leader / Nature Pledge Senior Coordinator (UNDP)</p>	<ul style="list-style-type: none"> - Serve as UNDP's implementation lead for GFCR, providing day-to-day engagement with GFCR UN Global Team - Supervise and manage implementation of the GFCR UNDP global project including all project-financed staff and contractors - Oversee the implementation of all UNDP global project activities including development of the GFCR Knowledge Platform, - Oversee the development of the GFCR policy architecture - Develop global strategic partnerships including with the Global Environment Facility and BIOFIN - Member of the UNGT Management Team 	<p>Yes.</p>
<p>Coral Reef Finance Technical Advisor (UNDP)</p>	<ul style="list-style-type: none"> - Responsible for the supervision of the Programme Associate and related contractors; - Provide technical advice to coral reef countries and partners on issues related to the conservation and management of coral reef ecosystems; the establishment, effective management, and sustainable financing of Marine Protected Areas; blended and innovative financing approaches and private sector engagement for scaled up solutions; and integrated coastal management, particularly in coral nations - Lead the overall development and implementation of the GFCR REEF+ including the development of capacity development and exchange programmes, maintenance of communities of practice, and the curation of partner/solutions profiles - Lead the development of a global GFCR partnership with the UNDP Biodiversity Finance Initiative (BIOFIN) 	<p>No.</p>

	<ul style="list-style-type: none"> - Co-lead the expansion of the GFCR investment ecosystem through the development and implementation of partnerships with other financial institutions - Prepare reports and communications pieces effectively showcasing socio-economic development benefits of UNDP and GFCR programmes as well as environment results - Facilitate UNDP senior management engagement in key events (briefing notes, presentations, decks, etc.) 	
Knowledge Management & Learning Specialist (UNDP)	<ul style="list-style-type: none"> - Works across the REEF+ components to ensure coherence and coordination of the knowledge management and learning package - Collaborate with the technology provider for development of and improvements to the platform (e.g. building REEF+ Impact) as well as troubleshooting - Build up and engage the GFCR global community of practice - Drive up content (solutions, profiles, news) in REEF+ Discover including the development of new content with GFCR Convening Agents and Implementing Partners - Quality assure REEF+ content; report on and track use of REEF+ by partners and stakeholders - Build REEF+ awareness, branding and supports all aspects of outreach in close collaboration with the GFCR Strategic Engagement & Partnerships Specialist and related UNGT communications capacity - Support the delivery of the annual REEF+ regional meetings and calendar of events - Coordinate translation of REEF+ into French and Spanish - Support GFCR and UNDP engagement in international events (briefing notes, programme briefs, newsletters, visualisations, decks, etc). 	Yes.
Policy & Compliance Specialist (UNDP)	<ul style="list-style-type: none"> - Develop new GFCR policies on Indigenous Peoples, Stakeholder Engagement, Private Sector Due Diligence, Anti-Money Laundering & Counter-Terrorism - Establish the GFCR Grievance Mechanism - Provide technical advice to support effective compliance and implementation of GFCR policies, principles and related procedures at programme level - Prepare the 2024 global reports across GFCR policies to confirm Fund level application and implementation of all policies, principles and related procedures by programmes. 	Yes.
Programme Associate (UNDP)	<ul style="list-style-type: none"> - Deliver cross-cutting support for administrative and operational services (including procurement and human resources, administrative and financial reporting and management, events logistics & management, travel, etc.) for effective management of the global UNDP GFCR project. 	Yes.
Programme Analyst (UNDP)	<ul style="list-style-type: none"> - Help integrate and elevate GFCR within UNDP - Support the development of global GFCR-UNDP partnerships with BIOFIN, global multilateral finance institutions including World Bank, IFC, and other relevant institutions 	Yes.

-
- Support the development of REEF+, focusing particularly on Collaborate, Learn and Invest.
-

**Additional UNDP
International
Consultants**

- **GFCR Senior Technical Advisor** max. 130 days per annum with activities and deliverables focused on finalising the GFCP Strategic Plan, and supporting the roll out of REEF+ with specific focus on Collaborate, Learn and Invest. Yes.
- **Blended Finance Expert**, for 50 days with activities and deliverables focused on REEF+ LEARN. Specifically, the design and implementation of a series of training programs on blended finance for coral reefs, the development of country/thematic/project case studies and best practice guidance; and developing policy briefs in support of the Blended Finance mission of the GFCR.
- **Senior Partnerships Specialist**, for 70 days to identify, develop and implement strategic, financial and technical partnerships with the IFIs, and consolidate the GFCR engagement with GCF and GEF NGI.
- **Coral Finance & Economics Report**, 70 days for the development of a flagship GFCR publication that makes a strong business case for private sector action and blended finance to conserve coral reefs.

**Senior 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. No.
 - 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 formulates 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 recommendations 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.
-

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- 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.
 - Member of UNGT Management Team
-

**Programme Associate
(UNEP)**

- Works with key clients to facilitate the development, implementation and evaluation of UNEP's monitoring and evaluation (M&E) programme for the Global Fund for Coral Reefs (GFCR), providing support to UNEP's Programme Management Officer for the Global Fund for Coral Reefs; monitors and analyses specific aspects of GFCR programme development and implementation; reviews relevant documents and reports; identifies problems and issues to be addressed and recommends corrective actions; liaises with relevant parties; identifies and tracks follow-up actions. No.
 - Carries out basic research on selected aspects of GFCR M&E programmes, operations and other activities, to include collecting, analysing and presenting statistical data and other information gathered from GFCR M&E programmes.
 - Provides substantive support for policy coordination and evaluation functions, including the review and analysis of emerging coral reef issues and trends, participation in evaluations or research activities and studies.
 - Assists the Programme Management Officer for the Global Fund for Coral Reefs in performing consulting assignments, in collaboration with the client, by planning facilitating workshops and other interactive M&E training sessions, and assisting in developing the M&E plans the client will use to deliver M&E throughout the GFCR life-span.
 - Participates in M&E survey initiatives; assists with design of data collection tools; issues data collection tools, reviews, analyses and interprets responses, identifies problems/issues and prepares preliminary conclusions related to M&E of the GFCR.
 - Contributes to the preparation of various written outputs, e.g. draft background papers, analytical notes, sections of reports and studies, inputs to M&E analysis reports, etc.
 - Provides administrative and substantive support to consultative and other meetings, conferences, etc., to include proposing agenda topics, identifying and
-

	<p>proposed participants, preparation of background documents and presentations, handling logistics, etc.</p> <ul style="list-style-type: none"> - Undertakes outreach activities; participates in the development of GFCR M&E training workshops, seminars, etc.; participates in and makes presentations on assigned topics/activities. - Participates in field missions, including provision of substantive and administrative support, data collection, etc. - Supports in the coordination of activities related to budget funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and preparation of related documents/reports (pledging, work programme, programme budget, etc.). 	
Programme Associate (UNEP)	<ul style="list-style-type: none"> - Supports M&E and programmatic tasks, including data analysis and review of programme documents - Supports strategic communication and engagement tasks, including events and #ForCoral Champions network. 	No.
Senior Strategic Communications & Engagement Expert (UNEP)	<ul style="list-style-type: none"> - Co-leads strategic communication of GFCR targets and results, communication-related activities across the other components, and progress to position the GFCR as a best practice global demonstration initiative for public-private biodiversity finance; including through the promotion of its innovative and cutting edge technology and data platforms. - Leverages UNEP's strategic communication expertise, including, advocacy, campaigns, media and social media, influencers, events and networks - Leads development of strategic communication assets (e.g., data visualisations, data-based impact snapshot reports, videos, infographics, newsletters, webstories, and other activities that might be identified at regional level). - Identifies strategic opportunities to build the GFCR brand through leveraging special events, media and press opportunities, champion & influencer endorsements and social media initiatives (many of which may be rooted in the UNEP machinery). - Designs brand-building efforts to both elevate the visibility and reinforce the credibility of the GFCR's impact, expertise, tools and achievements, across its network and with other high-level ocean partnership networks (e.g., ICRI, CORDAP) that can advocate for the importance of protecting and restoring coral reefs and the unique role GFCR plays in this mission. In turn, elevating the importance of the GFCR's role and the crisis facing coral reefs - Ensures alignment of GFCR results and progress with global messaging on biodiversity, climate, pollution and coral reefs to ensure the GFCR is relevant and top of mind in environmental initiatives, boosting credibility and fundraising capacity. - Supports strategic communication of GFCR M&E results and communication-related activities across the other components. 	No.

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- Designs and implements the #ForCoral Champions strategy and implementation plan.
-

**Communications
Coordinator
(UNEP)**

Knowledge Management/Coordination

No.

- Maintain and file all documents associated with the related work of the GFCR in the Coastal Ecosystems Unit, Marine & Freshwater Branch.
- Update and file briefing notes, speaking points, and communications materials.

Communications

- Harmonise all GFCR workstreams related to communication and engagement strategy, #ForCoral global campaign, #ForCoral Champions plan + events planning;
- Support a wide range of communication and outreach needs and content development, including video scriptwriting for public service announcements, web stories, website content management and updates, and social media text;
- Develop and input to multimedia stories from the GFCR portfolio that have compelling narratives and reflect noteworthy achievements.
- Support development and design of digital and traditional multimedia communications assets, utilising graphic design and other software as needed;
- Prepare recommendations for events, newsletter and public content to showcase stories and portfolio impacts;
- Support social media planning/strategy and execution and support development and dissemination of content, including visual assets such as social media cards, through media and networks;
- Compose visual assets, including factsheets, presentations, data visualisations, and infographics, for internal and external use as needed;
- Liaise with service providers and creative partners;
- Undertake desktop research and support the development of concept notes;
- Editing and quality control for communication products;
- Input to GFCR communications workplan;
- Draft communications related reporting updates;
- Other duties to support the work of the Branch.

Events/Engagement

- Contribute to the 2023-2024 event engagement strategy planning and execution;
 - Plan and maintain a calendar of events with expected communication outputs;
 - Support #ForCoral Champions strategy development and engagement plan;
 - Support the formation of target listings and contacts, including GFCR global and programmatic
-

spokespeople/champions, and arrange check-in meetings, webinars, and relationship-building activities as needed;

- Conduct mapping on relevant forums/events, including mandates, priority topics, participants and key lessons learned;
- Substantive support for organisation and execution of high-level event plans; including delivering briefs, engagement plans, speaking points, and other documents related to global event engagement;
- Deliver event collaboration and visibility opportunities, including engagement plans with key partners and sponsors, defining the scope of joint initiatives and providing substantive input.
- Deliver GFCR Convening Agents event engagement plans and related products.

Finance and Budget Assistant (UNEP)	Manage and track M&E Programme finances	No.
	<ul style="list-style-type: none"> ● Assists managers in the elaboration of resource requirements for budget submissions and in the preparation of budget performance submissions. ● Monitors expenditures and compares with approved budget; prepares adjustments as necessary. ● Reviews requisitions for goods and services to ensure (a) correct objects of expenditure have been charged, and (b) availability of funds. ● Assists in preparation of budget performance submissions and finalisation of budget performance reports, analysing variances between approved budgets and actual expenditures. ● Coordinates with other finance and budget staff on related issues during preparation of budget reports. 	

Annex II - UNDP Replenishment Request Details - GFCR Partnerships and Knowledge Management Facility
(attached separately)

Annex III - UNDP Replenishment Request Detailed Budget
(attached separately)

Annex [#]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	UN Global Team of the Global Fund for Coral Reefs (Joint Programme between UNDP, UNEP, and UNCDF)
2. Project Number	UNCDF Project 001313:18
3. Location (Global/Region/Country)	Geneva, Switzerland

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The UN Global Team (UNGT) is a dedicated and integrated management structure that carries out [Global Fund for Coral Reefs](#) (GFCR) - Grant Fund day-to-day activities and supports the GFCR Executive Board. It is composed of a cross-functional and multi-UN agency team that provides coordination functions, as well as operational and technical expertise. The UNGT is co-hosted by the three UN Participating Organizations (UNCDF, UNDP, and UNEP), providing expertise based on their respective mandates and roles within the GFCR.

The GFCR Grant Fund is a [UN Multi-Partner Trust Fund](#) that aims to mobilise action and resources to protect and restore coral reef ecosystems and the communities that rely on them. As of writing, the Grant Fund supports a global pipeline of fourteen (14) programmes covering nineteen (19) countries under implementation, and four (4) programmes in four (4) countries under development. The UNGT has mainstreamed the human-rights based approach by developing a [Safeguards Policy](#) and Gender Policy (aligned with UN standards) and monitoring its implementation across its pipeline of programmes, and by implementing a M&E framework that incorporates community-based indicators (See **Annex 1** extract) to measure the success of Grant Fund Programmes. The GFCR Safeguards Policy provides guidance on various social and environmental standards to all implementing organisations of the GFCR Grant Fund – these standards include but are not limited to: 1) Gender Equality / Women’s Empowerment, 2) Social & Environmental Assessment & Mgt, 3) Community Health, Safety and Security, 4) Indigenous Peoples, 5) Labour and Working Conditions, and other areas. These standards reinforce various human rights including *Right to a Standard of Living Adequate for Health and Well-being* and *Right to Social Security* among others.

The UNGT also facilitates capacity building and knowledge sharing of best practices and lessons learned across its pipeline of programmes to ensure the continuous improvement and emphasis on human rights. Aligned with this effort is the GFCR [Investment Principles](#) which establishes the principles for the programmatic approach, strategy and investments. The principles cover a wide breadth including effective governance, transparency and accountability, equitable outcomes, community engagement and other. The Investment Principles are further complemented by sector-specific principles to guide implementing partners for specific investments into reef-positive businesses.

Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment

<p>The UNGT developed a Fund Gender Policy in 2022 to implement across its programme pipeline. This Gender Policy details out the Gender Action Plan for the UNGT, as well as provides more substantive guidance for GFCR Convening Agents (grant recipients) to incorporate gender-responsiveness in the design and implementation of GFCR programmes on the ground. The UNGT also gathers and monitors gender-related indicators on the GFCR programme pipeline through its M&E work-stream, more specifically by looking at Number of gender-smart investments funded by the GFCR Grant Fund.</p>	<p>Briefly describe in the space below how the Project mainstreams environmental sustainability</p> <p>The UNGT, as the central management and coordination structure of the GFCR Grant Fund, is critical in overseeing the pipeline of reef-positive programmes that aim to reduce drivers of coral reef degradation and promote / scale more sustainable business models. Through its Programme Management working unit, which includes Monitoring and Evaluation, the UNGT provides strategic guidance to Convening Agents (grant recipients) on the ground implementing its fourteen programmes (see above) to ensure the programme methodologies and plans accomplish the GFCR’s desired change of preventing the extinction of coral reefs, a key underwater ecosystem.</p> <p>Through its M&E work, the UNGT oversees the Grant Fund Programmes towards achieving a set of environmental impact indicators, which in this case are focused on the protection and restoration of coral reefs. These environmental indicators include but are not limited to: 1) Area of coral reefs under conservation / sustainable mgt, 2) Area of coral reefs under effective restoration, and 3) Change in coral reef health.</p> <p>Through its Fund Safeguards Policy (see above), the UNGT provides and enforces environmental standards for Convening Agents (grant recipients) to abide by, which cover the following example areas among others: 1) Biodiversity Conservation and Sustainable Management of Living Natural Resources, 2) Climate Change and Disaster Risks, 3) Resource Efficiency and Pollution Prevention.</p>
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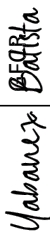


Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk” . Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)
Risk 1: Inadequate Gender / Global Representation	I = 2 P = 2	Low
	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
		The UNGT, co-hosted by three UN Agencies as described above, has formed a Management Team that implements the UNGT Gender Action Plan. This Action Plan specifies the below point as a UNGT objective:

		from the north/south and across genders.	A3. Strive for gender parity amongst Global Team staff as well as Technical Groups, Executive and Advisory Board members, and promote gender diversity within CA teams.
Risk 2: Ineffective prioritisation of Resources / Grants	I = 2 P = 2	The UNGT may not adequately inform the Executive Board's decisions in allocating GFCR resources equitably across its programme pipeline, leading to potential inequalities programme implementation	The GFCR Executive Board, which serves as the main decision-making body of the GFCR Grant Fund, makes resource allocation decisions based on information vetted / qualified by the UNGT. The UNGT, leveraging its inter-agency expertise and its network of consultants, always ensures the submission of complete and high-quality information and documentation to the Executive Board to inform decisions.
Risk 3: Inadequate Monitoring and Evaluation efforts	I = 4 P = 2	Without robust monitoring and evaluation mechanisms, the UNGT might face challenges in assessing the environmental impact of the GFCR programmes, potentially leading to ineffective conservation strategies.	As part of the Joint Programme Document, the UNGT established various working units. One of the working units (Programme Management) includes the design and implementation of the GFCR M&E framework across its programme portfolio. With UNEP as lead, the M&E work has adequate technical and human resource capacity to implement the M&E framework.
Risk 4: Limited Adaptive Management	I = 3 P = 2	There is a risk that the UNGT may not effectively incorporate adaptive management strategies to address unforeseen changes.	Through regular management and coordination meetings, and through the mid-year and annual reporting process, the UNGT is able to monitor the status of GFCR-funded programmes as well as the status of its own workstreams against planned deliverables and milestones. By reporting on progress to the GFCR Executive Board through its meetings held 3-4 times every year, the UNGT makes adjustments to its approach and timelines accordingly with Executive Board guidance and strategic direction.
[add additional rows as needed]			
QUESTION 4: What is the overall Project risk categorization?			
		Select one (see SESP for guidance)	Comments
		Low Risk	<input checked="" type="checkbox"/>
		Moderate Risk	<input type="checkbox"/>
		High Risk	<input type="checkbox"/>
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
		Check all that apply	Comments
Principle 1: Human Rights		<input type="checkbox"/>	

	Principle 2: Gender Equality and Women's Empowerment		X	Gender considerations are highlighted in the GFCR's Gender Policy, which is designed, implemented and monitored by UNDP as the lead. All of these considerations are highlighted in the GFCR's Safeguards Policy, which is designed, implemented and monitored by UNDP as the lead.
	1. Biodiversity Conservation and Natural Resource Management	X		
	2. Climate Change Mitigation and Adaptation	X		
	3. Community Health, Safety and Working Conditions	X		
	4. Cultural Heritage	X		
	5. Displacement and Resettlement	X		
	6. Indigenous Peoples	X		
	7. Pollution Prevention and Resource Efficiency	X		

Reference

Signature	Name	Date	Description
 DocuSigned by: Yabanex Batista	Yabanex Batista,	01-Feb-2024	UNCDF staff member responsible for the Project, typically a UNCDF Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
 DocuSigned by: Shaima Hussein, UNCDF	Shaima Hussein, UNCDF	06-Feb-2024	UNDF senior manager, typically the UNCDF Deputy Director or Director of Practice. The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
 DocuSigned by: Pradeep Kurukulasuriya	Pradeep Kurukulasuriya, UNCDF	23-Feb-2024	UNCDF chair or vice-chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N/A
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N/A
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 1 – Extract of Monitoring & Evaluation Indicators

Headline indicators	Component indicators
<p>F5. Number of communities engaged in meaningful participation, co-development and capacity strengthening</p>	<p>F5.1 Number of communities engaged in meaningful participation and co-development</p>
	<p>F5.2 Number of local organizations engaged in meaningful participation and co-development</p>
	<p>F5.3 Number of local scientific/research partners involved in strengthening capacity for participation and co-development (e.g., national universities, regional science organizations)</p>
	<p>F5.4 Number of local practitioners trained / supported in coral reef conservation (e.g. community rangers)</p>
	<p>F5.5 Number of agreements with local authorities or fishing cooperatives to manage marine resources (e.g., LMMAs, MPAs, OECMs)</p>
	<p>F5.6 Number of national policies linked to GFCR engagement, (e.g., NBSAPs, blue economy policies, national MPA declarations)</p>
<p>F6. Number of people supported through livelihoods, direct jobs, income, and nutrition</p>	<p>F6.1 Number of direct jobs created (disaggregated by gender, age, disability, Indigenous peoples, small-scale producers)</p>
	<p>F6.2 Number of people with increased income and/or nutrition from GFCR support (disaggregated by gender, age, disability, Indigenous peoples, small-scale producers)</p>
<p>F7. Number of people supported to better adapt, respond and recover to the effects of climate change and major external shocks as a result of GFCR</p>	<p>F7.1 Total direct beneficiaries (disaggregated by gender, age, disability, Indigenous peoples, small-scale producers)</p>
	<p>F7.2 Total indirect beneficiaries (disaggregated by gender, age, disability, Indigenous peoples, small-scale producers)</p>
	<p>F7.3 Number of financial mechanisms/reforms to help coastal communities respond and recover from external shocks (e.g., insurance, loans, village savings, restoration crisis plans, etc)</p>
	<p>F7.4 Number of governance reforms/policies to support response and recovery to external shocks (e.g., crisis management plans, reforms for temporary alternative employment)</p>