






SECRETARIAT DIRECT COST PROJECT DOCUMENT

Project Title: <i>The Lion's Share Secretariat Direct Cost</i>	Recipient UN Organization(s): UNDP- BPPS, MPTFO
Project Contact: UNDP BPPS: Penny Stock, <i>Senior Coordinator, Nature Hub, Bureau for Program and Policy Support</i> MPTF Office, Jennifer Topping, <i>Executive Coordinator</i>	Implementing Partner(s) Nielsen
	Project Location: New York HQ
Project Description: The Secretariat supports the Steering Committee and the Executive Board of the Lion's Share Fund and is housed in the Bureau for Policy and Programme Support (BPPS) of UNDP. The Secretariat works in close collaboration with the MPTF Office (MPTFO) as the Administrative Agent of the Fund. The following narrative describes the functions of the Secretariat and its tentative budget for operation.	The Lion's Share 2023 Contribution to the Secretariat Project Document: UNDP BPPS: USD \$343,384 UN MPTFO: USD \$0
	Total allocated resources to the Secretariat to date: USD \$ 3,152,681 UNDP BPPS: USD \$2,466,473 UN MPTFO: USD \$686,208
	Proposed Project Start Date: 28 August 2018 Proposed Project End Date: 31 December 2030
Representative of the United Nations (Chair of the Steering Committee) Midori Paxton <i>Title: Director, Nature Hub, BPPS, UNDP</i>	
<i>Signature</i>  <i>Date</i> 22-Nov-2023	
Recipient UN Organization(s): UNDP Bureau for Policy and Programme Support (BPPS)	Recipient UN Organization(s): Multi Partner Trust Fund Office (MPTFO)
<i>Name of Representative:</i> Penny Stock <i>Title:</i> Senior Coordinator, Nature Hub	<i>Name of Representative:</i> Jennifer Topping <i>Title:</i> Executive Coordinator, MPTFO
<i>Signature</i> 	<i>Signature</i> 
<i>Date</i> 24-Nov-2023	<i>Date</i> 19-Jan-2024

The Secretariat

1. Overall Function

The Secretariat function is hosted by the UNDP Bureau for Policy and Programme Support (BPPS). The Secretariat will be physically located within the UNDP Global Environmental Finance (GEF) unit within BPPS and will work closely with relevant focal points within the UNDP Bureau of External Relations and Advocacy (BERA) and the MPTFO. The Secretariat supports the Steering Committee and the Executive Board and facilitates the overall operation of the Fund. The Secretariat will respond to requests and guidance from the **Steering Committee and the Executive Board, including to ensure linkages to the other core agencies' knowledge, experience, and respective mandates.** The MPTFO, as the administrative agent of the Fund, also provides some specific services charged as a direct cost such as supporting the design and launch of the Fund, developing the proper monitoring system of use of animals in ads with Nielsen to facilitate contributions to the Fund, and coordinate operationalization of the Fund governance structure during the first months.

The Secretariat provides both technical and operational expertise. One of the primary roles of the Secretariat is to manage the approval of initiative/project/programme proposals in accordance with the Investment Plans and the allocation envelopes as agreed by the Steering Committee. The Secretariat ensures that successful proposals have been developed in accordance with agreed-upon programme submission guidelines and criteria specified in the Standard Operations Manual.

The Secretariat is responsible for the following:

- Prepare the Investment Plans;
- Prepare the Standard Operations Manual;
- Manage the proposal submission and selection process;
- Coordinate and manage marketing and outreach to companies worldwide in an effort to sign advertisers up for the fund.
- Manage partner relationships with founding partners and companies that sign up for Lion's Share
- Provide guidance to proponents on proposal development;
- Manage the online dedicated management platform for decision making;
- Screen and approve proposals in accordance with the funding priorities and allocations set by the Steering Committee;
- Take lead in designing the Transformative partnership initiatives;
- Support the monitoring and evaluation of programme implementation;
- Ensure sharing of knowledge and lessons learned through dedicated technical support;
- Ensure efficient and effective logistical and secretarial support to the Executive Board and the Steering Committee. This includes *inter alia*: planning and preparing meetings, ensuring records of decisions through meeting minutes, and supporting the nomination and election of members of the two bodies;
- Manage and support communication, public information and visibility, in close partnership with the UNDP Bureau for External Relations and Advocacy (BERA);
- Consolidate the narrative reports submitted by Recipient Organizations;
- Support coordination efforts with relevant global initiatives to avoid overlap or duplication.

2. Workplan

For the full Secretariat workplan, please refer to the BPPS Initiation Plan.

Outputs	Output Description	Responsible Organization	Source of Funding (incl. in-kind)	Duration	Budget (USD)
1.1. Conservation Partnerships expanded in support of fund disbursement, implementation support and catalyzing additional investments	<p>-Bilateral meetings and discussions with various relevant partners to explore strategic partnerships for optimal grant disbursement and implementation support modalities, and for catalyzing additional investments for conservation.</p> <p>-Representation at key international events and conferences to further conservation and private sector partnerships and make strategic announcements.</p>	UNDP	LS Fund	12 months	\$0
1.2. Manage Partnerships for Change (previously Transformative Partnership) window	-Based on the updated Investment Strategy, Partnership for Change Framework and Steering Committee Decisions, compile the Partnership for Change documents, in consultation with a wide range of partners, with clear results framework, implementation modality, workplan, budget and partnership. Ensure monitoring and evaluation of implementation, narrative and financial reporting.	UNDP	LS Fund	12 months	\$15,000
1.3. Fund Governance	Manage the planning schedule for the Steering Committee. Provide governance support by organizing non-objection virtual decisions. Provide recommendations, technical advice and reviews as per the Fund TOR. The Ensure submission of programme proposals to the Steering Committee after proper appraisal process and makes any relevant management recommendations to the Steering Committee. Ensure communication of the Steering Committee decisions to relevant partners. Regular updates for Steering Committee and the Executive Board.	UNDP	LS Fund	12 months	\$55,275
1.4. Manage Lion Cub Small Grants and Crisis Grants windows	<p>- Based on the updated Investment Plan and Steering Committee Decisions, develop and execute call for proposal(s) including a standard proposal template, a communication/dissemination plan, and selection criteria and matrix.</p> <p>-Disbursement of small grants</p> <p>-Implementation and completion of small grants</p> <p>.</p>	UNDP	LS Fund	12 months	\$132,666
1.5 Monitoring and Evaluation of Implementing Organization Reporting	For each project approved for funding, the Secretariat guides, monitors and evaluates each Implementing Organization narrative progress reports and financial annual statements. The Secretariat ensures annual and final	UNDP	LS Fund	12 months	\$33,399

Outputs	Output Description	Responsible Organization	Source of Funding (incl. in-kind)	Duration	Budget (USD)
	reports are results-oriented and evidence based.				
1.6 Secretariat Reporting and Communications	-Produce bi-annual consolidated output and financial reports on the achieved Fund; -Provide progress updates to partners; -Produce annual/final reports as outlined in the Fund programming cycle and legal agreements; and - Produce and contribute to the development of communications tools and assets.	UNDP	LS Fund	12 months	\$33,399
1.7 Outreach Transition to new Programme	-Support development and implementation overall outreach strategy - Develop outreach and external relations associated materials - Attend relevant outreach/business related events - Manage existing and new private sector partnerships -Develop new technical documents (e.g. Investment Plan, Terms of Reference, etc.)	UNDP	LS Fund	12 months	\$45,525
1.8 Secretariat Operations	-Execute operational tasks including procurement, payroll, HR, etc.	UNDP	LS Fund	12 months	\$5,656
Sub-total					\$320,920
GMS (7%)					\$22,464
Total Expenditure					\$343,384

3. Structure

The Secretariat will be supported by UNDP staff and consultancies when relevant. Support from Founding Partners will also be relied upon as much as possible. To the extent possible, the interim Secretariat is hosted by and physically located at the GEF unit within BPPS, with the following functions, as appropriate:

Head of Ecosystems and Biodiversity (part-time)

The Head of Biodiversity will provide the following functions:

- Provides strategic advice to the Steering Committee and the Executive Board on Fund investment related matters;
- Leads the development of the investment Plan & propose funding priorities to the governance bodies;
- Guides the Recipient UN and Non-UN Organizations on the programming processes and requirements as laid out in the Standard Operations Manual;
- Establishes, maintains and enhances strategic partnerships with conservation partners and others;
- Ensures communication of the Steering Committee decisions to relevant partners, (including eligibility, maximum allocation available, timeline for programming and any specific requirements);

- Ensures submission of programme proposals to the Steering Committee after the proper appraisal process and makes any relevant management recommendations to the Steering Committee;
- Manages the Secretariat and its budget, under the supervision of the Executive Coordinator of the UNDP GEF.

Technical Specialist(s)/Consultant(s) (part-time)

To ensure coherence, alignment, quality, scaling up, replicability, distilling of lessons learned and strong technical support, the Secretariat will be supported by one or more technical specialist in addition to consultancies as required. These will be responsible for the following:

- Provides technical assistance and capacity development support (biodiversity/wildlife conservation) in close cooperation with the Secretariat Manager;
- Provides technical support to the development of the Investment Plans, the Monitoring and Evaluation Framework, and other documents as required;
- Supports the Head of Biodiversity (GEF/BPPS) in guiding Recipient UN and Non-UN Organizations on the programming processes and requirements as laid out in the Standard Operations Manual;
- Reviews programme proposals' format and ensures the use of standard requirements, and also reviews, vets and provides feedback on proposals in close cooperation with the Head of Biodiversity and Technical Committees;
- Coordinates application of good practices, research, policy analysis, design and dissemination of guidance and operational tools aimed at strengthening wildlife conservation and animal welfare;
- Provides any additional technical support in biodiversity/wildlife conservation to the Executive Board and the Steering Committee, as required;
- Develop and help implement private sector engagement strategies;
- Identify private sector engagement/outreach opportunities; and
- Support private-sector fundraising efforts, conduct outreach, build strategic relationships with an aim toward Fund capitalization.

Coordination Specialist (full-time)

The Coordination Specialist supports the overall operationalization of the Fund and coordinates the internal UNDP structure (the tri-partite collaboration between BPPS, BERA and MPTFO). The Coordination Specialist supports the coordination between UNDP, the Founding Partners and other relevant private sector partners. The Coordination Specialist is contracted by the MPTFO (during the Pre-Secretariat stage Aug – Oct 2018 with further contract from GEF/BPPS), and reports to both the MPTFO Senior Portfolio Manager and the Head of Biodiversity (GEF/BPPS). The Coordination Specialist has the following functions:

- Manages the planning schedule for Task Forces, Steering Committee and Executive Board meetings;
- Produces, in coordination with the Secretariat Manager and the Chairs, the draft detailed agenda;
- Drafts supportive documentation, technical notes, speeches and similar;
- Drafts minutes and circulates for comments and finalization;
- Monitors action points and reports back to the Steering Committee and Executive Board;
- Communicates decisions to the concerned stakeholders, in close cooperation with MPTFO/BPPS/BERA;
- Liaises with UN Agencies and other partner regarding relevant activities;
- Supports the Partnership Manager in any outreach, marketing and communication initiatives as needed;
- Participates in the development of contribution agreements with private sector partners as required;
- Undertakes due diligence of possible private sector partners; monitors the risk management information and updates the Fund Risk Mitigation Strategy;
- In consultation with the Head of Biodiversity and the Technical Specialist, supports the preparation of progress updates and annual/final reports as outlined in the Fund programming cycle and legal agreements;

- Drafts periodic consolidated reports on the achieved Fund results upon the request of the Steering Committee;
- Archives all Steering Committee and Executive Board decisions and communications;
- Keeps track of and manages all activities' related information and relevant files in a single share drive or online tools available to all members of the Steering Committee and Executive Board;
- Contributes to the development of the Fund's results-based management system;
- Procures goods and services for meetings;
- Makes the necessary logistic arrangements for any missions;
- Manages contacts database and mailing lists;
- Carries out administrative tasks as needed.

When required and upon request of the Steering Committee or the Executive Board, the Secretariat will recruit consultants for specific/short term tasks or missions. The Secretariat structure will be reviewed and adjusted by the Steering Committee as per needs and budget availability.

Operational Support (part-time consultant)

- Coordinates with the UNDP-GEF financial unit regarding operational and financial aspects of project approval and implementation;
- Provides quality assurance in the form of organizing and updating project records, as necessary, in PIMS and any other reporting mechanism;
- Coordinate review and approval of budget revisions;
- Analyzes the project budget, commitments, and expenditures and advises the Project Manager of any adjustments that may be needed to comply with Project Documents and UNDP-GEF regulations.
- Prepare the Project's AWP and secure approval of the Project Manager, as well as, UNDP GEF oversight staff to ensure ASL is allocated;
- Facilitates project procurement processes and ensures compliance with corporate rules and regulations, including sourcing strategy, supplier selection and evaluation, quality management, customer relationship management and performance measurement;
- Organize and compile documents to submit for CAP/ACP clearances and approvals; and
- Prepare contracts, amendments, travel payments for vendors.

4. Responsible Party Partnership

Nielsen

Nielsen is a Founding Partner of the Lion's Share Fund. Nielsen will act as the Third-Party Monitoring Agent that provides the methodology to assess the media costs to be paid by the client companies.¹ This service is estimated to cost USD 2.6 million annually. However, Nielsen provides this service to the Lion's Share Fund for an annual cost of USD 80,000.

As per the above-mentioned pre-existing partnership with Nielsen for the establishment and functioning of the Lion's Share Fund, Nielsen is designated as a Responsible Party. According to the UNDP Project and Programme Management (PPM) Main Policy on Select Responsible Parties and Grantees: "An implementing partner may enter into a written agreement with other organizations, known as responsible parties, to provide goods and/or services to the project, carry out project activities and/or produce outputs using the project budget. Implementing partners use responsible parties to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens."

Article 10 of the policy referring to private sector Responsible Parties notes the following:

"If a funding partner requires a specific responsible party to be selected as a pre-condition of the funding, then this partner may be selected as long as adequate capacity is in place and the national government agrees.

¹ For more information, see *The Lion's Share Trust Fund Terms of Reference*, p.28

Prior authorization from the Chief Procurement Officer is required; this may be done as part of project formulation. Private sector entities must be directly awarded a professional services contract by UNDP.”

Mars, as the first funding partner of the Lion’s Share Fund, along with the Founding Partners of the Lion’s Share (Finch, Clemenger BBDO and UNDP), requires that Nielsen, as per the Fund ToRs, takes upon the role as a Third-Party Monitoring Agent for the Fund. The Founding Partners finds that Nielsen has the adequate capacity to carry out this role. Approval from “the national government” is not of relevance here as the Lion’s Share is a global level fund capitalized by private sector entities.

The legal instrument to engage Nielsen as a Responsible Party will be a Contract for Goods and Services.

As of 2023, The Lion’s Share is no longer utilizing Nielsen’s services.

5. Budget

Secretariat Budget 2023-2024 (BPPS)

UNDG BUDGET CATEGORIES	The Lion's Share Secretariat Budget (USD)
1. Staff and other personnel	81,798
2. Supplies, Commodities, Materials	-
3. Equipment, Vehicles, and Furniture (including Depreciation)	-
4. Contractual services	100,800
5. Travel	-
6. Transfers and Grants to Counterparts	132,666
7. General Operating and other Direct Costs	5,656
Total Direct Costs	320,920
8. Indirect Support Costs (Max. 7%)	22,464
TOTAL Costs	343,384

TOTAL Budget Summary per UN Development Group (UNDG) Category 2018 - 2024:

THE LION`S SHARE FUND Secretariat Total Budget			
CATEGORIES		Amount (USD)	
		BPPS	MPTFO
1	Staff and other personnel costs	413,556	0
2	Supplies, Commodities, Materials	0	0
3	Equipment, Vehicles and Furniture (including depreciation)	0	150
4	Contractual Services	1,122,572	286,892
5	Travel	130,000	73,613
6	Transfers and Grants Counterparts	457,666	0
7	General Operating and other direct costs	181,321	280,661
	Sub-Total Programme Costs	2,305,115	641,316
	Indirect Support Costs** (7%)	161,358	44,892
	Total Costs	2,466,473	686,208