



SECRETARIAT DIRECT COST

PROJECT DOCUMENT

<p>Project Title: <i>The Lion's Share Secretariat Direct Cost</i></p> <p>Project Contact: UNDP BPPS: Adriana Dinu, Executive Coordinator UNDP-Global Environmental Finance (GEF)</p> <p>MPTF Office, Jennifer Topping, Executive Coordinator</p>	<p>Recipient UN Organization(s): UNDP- BPPS, MPTFO</p> <p>Implementing Partner(s) Nielsen Finch Lion's Share Foundation Australia Mars Incorporated Clemenger BBDO</p>
<p>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 the first year of operation (2018-2019).</p>	<p>Project Location: New York HQ</p> <p>Total Project Cost for 2018-2019 UNDP BPPS: USD 1,176,152 MPTFO: USD 199,448 Total: USD 1,376,100</p>
<p>Representative of the United Nations (Chair of the Steering Committee) Abdoulaye Mar Dieye <i>Title: Assistant Secretary General, Director of the Bureau for Policy and Programme Support (BPPS), UNDP</i></p> <p><i>Signature</i> <i>Date: August 14, 2018</i></p>	<p>Proposed Project Start Date: 10 August 2018</p> <p>Proposed Project End Date: 31 December 2030</p>
<p>Recipient UN Organization(s): UNDP Bureau for Policy and Programme Support (BPPS)</p> <p><i>Name of Representative: Abdoulaye Mar Dieye</i></p> <p><i>Title: Assistant Secretary General, Director of the Bureau for Policy and Programme Support (BPPS)</i></p> <p><i>Date: August 14, 2018</i></p>	<p>Recipient UN Organization(s): Multi Partner Trust Fund Office (MPTFO)</p> <p><i>Name of Representative: Henriette Keijzers</i></p> <p><i>Title:</i></p> <p><i>Date: 15 Aug. 2018</i></p>

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. A primary role 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 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);
- Manage and coordinate transformative public branding and awareness campaign for the Lion's Share;
- Consolidate the narrative reports submitted by Recipient Organizations;
- Support coordination efforts with relevant global initiatives to avoid overlap or duplication.

2. Interim Workplan

As the Fund is not yet fully capitalized and the main priority remain to sign in a critical mass of companies, UNDP is establishing an interim arrangement and workplan to fulfill some of the tasks of the Secretariat. This arrangement will remain till the Fund resources have reached a level where UNDP can hire dedicated staff for the Secretariat. As part of the start-up of the Fund, the Secretariat envisions three work streams led by three respective Task Forces:

- Task Force 1: Marketing and Outreach
- Task Force 2: Investment Plans
- Task Force 3: Operationalization and Capitalization

Overall workplan of the three Task Forces 2018-2019:

TF1 Marketing and Outreach				
Overall outcome 2018-2019: <i>The Lion's Share is launched, and its existence known (incl. corporate world, consumers, conservation community and other stakeholders).</i>				
Outputs	Source of Funding (incl. in-kind)	Key activities	Duration	Budget (USD)
1.1. Marketing & comm. tools in place	Lion' Share Account/Fund (LS Fund) In-kind (staff time) of Clemenger BBDO and Finch	- Communication Tool Kit - Logo Guidelines	Aug-Sept 2018	\$ 120,000
1.2. Launch at the UNGA73	LS Fund	- Branding - Video production - Brochure creation - Events coordination - Programme management	Aug-Sept 2018	\$ 130,000
1.3. Public Marketing Campaign in place	LS Fund In-kind	- Develop Strategy - Develop assets - Develop story telling tools - Lion's Share App	Ongoing	\$ 135,675
1.4. Companies reached out to and signed-up to the Lion's Share (incl. participation at events such as Davos)	LS Fund In-kind (staff time) of Finch, Mars Inc, Clemenger BBDO, Nielsen	- Develop Target List - Outreach to Target List - Meeting with prospective companies	Ongoing	\$ 120,000
TF1 total costs				\$ 505,675

TF2 Investment Plans

Overall outcome 2018-2019: *The Lion's Share is ready for disbursing funding with approved investment plan and operational manual.*

Outputs	Source of Funding (incl. in-kind)	Key activities	Duration	Budget (USD)
1.1. Quick wins identified and disbursed	LS Fund	- Identification of quick wins through focused consultations with partners - Development and signing of agreements with grantees with clear deliverables, with possible announcements at GA (Sept), London (Oct) and/or Davos (Jan). - Disbursement for quick wins - Implementation and completion of quick wins	Aug-Nov 2018 Sept 2018 – Jan 2019 Oct 2018 – Mar 2019 Oct 2018 – Dec 2019	\$ 270,000

Outputs	Source of Funding (incl. in-kind)	Key activities	Duration	Budget (USD)
		- Production of quick win stories in collaboration with BERA	Oct 2018 – Dec 2019	
1.2. 5-year Investment Plan finalized with a programme framework for transformative partnership initiatives and robust monitoring and evaluation framework	LS Fund	<ul style="list-style-type: none"> - Agree on the outline and workplan with the Task Force - Appointment of the lead compiler (consultant) - Drafting of the 5-year Investment Plan including the programme framework for transformative partnership initiatives - Preliminary consultation with the Executive Board - Stakeholder consultation in London on the margins of the IWT Conference - Finalization of the draft Investment Plan and the transformative partnership framework - Approval by the Steering Committee - Call for proposals 	<ul style="list-style-type: none"> Aug 2018 Sept 2018 Aug – Dec 2018 Sept 2018 Oct 9, 2018 Jan 2019 Feb 2019 Mar 2019 	\$ 100,000
2.3. Project submission templates and processes in place with clear eligibility, screening criteria, etc.	LS Fund	<ul style="list-style-type: none"> - Agree on the outline and workplan with the Task Force - Appointment of the lead compiler (consultant) and drafting - Preliminary consultation with the Executive Board - Stakeholder consultation in London on the margins of the IWT Conference - Finalization of the Operation Manual - Approval by the Steering Committee 	<ul style="list-style-type: none"> Aug 2018 Sept 2018 Sept 2018 Oct 9 2018 Jan 2019 Feb 2019 	\$ 50,000
2.4. Partnerships expanded in support of fund disbursement, implementation support and catalyzing additional investments	LS Fund	<ul style="list-style-type: none"> - Bilateral meetings and discussions with various relevant partner to explore strategic partnerships for optimal grant disbursement and implementation support modalities, and for catalyzing additional investments for conservation, including DiCaprio Foundation, Royal Foundation/Duke of Cambridge office, Wildlife Conservation Network, Elephant Protection Initiative, Humane Society etc. - Development of necessary agreements and announcement of partnerships using different fora, international days etc. 	<ul style="list-style-type: none"> Aug 2018 – Dec 2019 Aug 2018 – Dec, 2019 	\$ 60,000
2.5. Transformative Partnership Initiatives documents developed	LS Fund	- Based on the Investment Strategy and Transformative Partnership Framework, compile the Transformative Partnership Initiative Documents in consultation with a wide range of partners, with clear results framework, implementation modality, workplan, budget and partnership. The process will entail a series of virtual and face-to-face consultation sessions	Jan – May 2019	\$ 64,000

Outputs	Source of Funding (incl. in-kind)	Key activities	Duration	Budget (USD)
		- Launch of the Transformative Partnership Programmes	June – Sep, 2019	
2.6. The Secretariat fully staffed and equipped	LS Fund	- Allocation of office space - Recruitment of support staff and consultants as required	Aug 2018 Aug 2018 – June 2019	\$ 50,000
TF2 Total Cost				\$ 594,000

TF3 Operationalization and Capitalization				
Overall outcome 2018-2019: The Lion's Share Fund is fully operational and capitalized by 2019.				
Outputs	Source of Funding (incl. in-kind)	Key activities	Duration	Budget (USD)
3.1. Fund Governance Structure in place	N/A	- Official Letters to all members of the EB and SC on roles and responsibilities - Second Executive Board meeting held - First Steering Committee meeting held	Sept.2018 End-September (@UNGA)	
3.2. Fund Management in place (incl. Secretariat)	LS Fund	- Recruiting a Coordination Specialist - Set-up of Secretariat physical office within BPPS	Aug.2018 Sept.2018	\$ 16,000
3.3. Sign-up Declaration (SuD) and legal arrangements in place	N/A	- Finalize SuD incl. communication clauses	Sept.2018	
3.4. Methodology for monitoring ads in place	LS Fund In-kind (staff time)	- Meetings with Nielsen to agree on methodology - Contract agreement with Nielsen on services signed	Sept.2018	\$ 80,000
3.5. Legal arrangements signed with client companies	N/A	- Meetings with client companies (through referral from TF1).	Ongoing	
TF3 Total Cost				\$ 96,000

3. Structure

As capitalization is forthcoming, an interim arrangement to support the start-up of the Secretariat is proposed. In the start-up phase, four key functions are proposed. The interim Secretariat is hosted by and physically located at the GEF unit within BPPS, with the following functions, as appropriate:

Interim Head of the Secretariat

The interim head 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 first 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, (include eligibility, maximum allocation available, timeline for programming and any specific requirements);
- Ensures submission of programme proposals to the Steering Committee after proper appraisal process and makes any relevant management recommendations to the Steering Committee;
- Manages the set- up of the Secretariat and its budget, under the supervision of the Executive Coordinator of the UNDP GEF.

Partnership Manager

To manage the complexity of the Fund partnerships with the private sector, and the forthcoming partnership building to capitalize the Fund, a dedicated Partnership Manager will lead the outreach and marketing in close cooperation with the MPTFO and the Founding Partners. The Partnership Manager will be responsible for the following:

- Leads the development of the Prospect Strategy in close cooperation with the Founding Partners of the Fund, and leads the implementation of the same Strategy;
- Participates in the development of contribution agreements with private sector partners, in close cooperation with the MPTFO;
- Develops and manages the Fund outreach strategy, including branding and messaging standards;
- Develop the Fund Communication and Visibility plan to publicize priority issues, major events, and main achievements of the Fund and programmes;
- Produces or oversees production of information communications products and assets, and their coordination, (e.g. press kits, press releases, feature articles, speeches, booklets, brochures, backgrounders, audio-visual materials, radio spot program, etc.);
- Coordinates implementation of the Communication and Visibility plan, including undertaking activities to promote media coverage, initiating pro-active media outreach efforts, celebrity engagement, organization of major public events, proposing and arranging press conferences/media coverage, and similar.
- Coordinate and manage partner relationships

Technical Specialist

To ensure coherence, alignment, quality, scaling up, replicability, distilling of lessons learned and strong technical support, the Secretariat will be supported by a technical specialist. The specialist will be responsible for the following:

- Provides technical assistance and capacity development support (biodiversity/wildlife conservation) in close cooperation with the interim secretariat head;
- Provides technical support to the development of the Investment Plans, the Monitoring and Evaluation Framework, and other documents as required;
- Supports the interim secretariat head 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;

Coordination Specialist

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 Officer supports the coordination between UNDP and the Founding Partners and other relevant private sector partners. The Coordination Officer is contracted by the MPTFO (during the Pre-Secretariat stage Aug – Oct 2018 with further contract from 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;
- Elaborates 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;
- Contributes to the development of the Fund's results-based management system.

In addition, the secretariat will have a dedicate **Programme Associate** (part-time) to manage the administrative tasks required for the operations of the governance body and the team in charge of the following:

- Develops annual workplans for the Secretariat budget;
- Procures good and services for meetings;
- Makes the necessary logistic arrangements for any missions;
- Manages contacts database and mailing lists;
- Archives all Steering Committee and Executive Board decisions and communications;
- Keeps track and manages of 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;
- Carries out administrative task 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.

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 will provide 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. 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.

The Lion's Share Foundation Australia

The Lion's Share Foundation in Australia is expected to take upon certain tasks within marketing and communication. The Lion's Share Foundation will be designated as a Responsible Party as per the above-mentioned Policy within the PPM. As per article 8 of the Policy, the approach to be used is "collaborative advantage" whereupon the Foundation is uniquely positioned in terms of their legitimacy as the national foundation for the Lion's Share in Australia.²

The legal instrument to engage the Lion's Share Foundation is a **Responsible Party Agreement**.

Mars Incorporated In-kind Support

Mars Incorporated is providing 0.25% of the relevant media buy as in-kind support to the Lion's Share in 2019-2020. Through staff-time and by other means, Mars may inter alia support with the following:

- Mobilize other companies to sign up to the Lion's Share
- Support PR, public advocacy and outreach campaigns
- Support creation of creative assets

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

² For direct link to the PPM site:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Design_Select%20Responsible%20Party%20and%20Grantees.docx&action=default

Clemenger BBDO In-kind Support

Through staff-time and by other means, Clemenger BBDO (Australia) may inter alia support with the following:

- Creative assets
- Outreach to companies to mobilize to join The Lion's Share
- Help create the public campaign

Finch support in-kind

Through staff-time and by other means, Finch may inter alia support with the following:

- Help with Marking
- Help with creative assets

5. Budget

The direct cost will include in addition the cost of the pre-secretariat during the design phase of the Lion's Share Fund, which were borne by the MPTFO as the Administrative Agent of the Fund.

Design Phase: Operationalization and Capitalization	2018-2019
Retreat 9-11 May 2018	\$ 20,400
Cannes Launch (MPTFO/UNDP costs only)	\$ 70,000
Total costs	\$ 90,400 ³

The Budget is divided up along the proposed three Task Forces:

1. Task Force 1: Marketing and Outreach
2. Task Force 2: Investment Plans
3. Task Force 3: Operationalization and Capitalization

Task Force 1: Marketing and Outreach	2018-2019
1.1 Staff and other personnel	\$ 100,000
1.2 Partnership building (travel)	\$ 80,000
1.3 Event at the UNGA 73	\$ 130,000
1.4 Participation at the World Economic Forum/Davos (travel)	\$ 20,000
1.5 Marketing and branding	\$ 135,675
1.6 Celebrity engagement	\$ 30,000
1.7 Social media, webpage hosting and maintenance/updating	\$ 10,000
Total costs	\$ 505,675 ⁴

Task Force 2: Investment Plans	2018-2019
2.1 Staff and other personnel	\$ 324,000
2.2 Small Grants (Quick Wins)	\$ 250,000
2.3 London Conference on Illegal Trade (travel and misc.)	\$ 40,000
Total costs	\$594,000 ⁵

³ Excluding 7% Indirect cost

⁴ Excluding 7% Indirect cost

⁵ Excluding 7% Indirect cost

Task Force 3: Operationalization and Capitalization (MPTFO)	2018-2019
3.1 Contract monitoring agency - Nielsen	\$ 80,000
3.2 Staff and other personnel – Coordination	\$ 16,000
Total costs	\$ 96,000⁶

Budget Summary per UN Development Group (UNDG) Category

THE LION`S SHARE FUND Budget (USD)				
	CATEGORIES	MPTFO	UNDP, BPPS	TOTAL
1	Staff and other personnel costs	16,000	404,000	420,000
2	Supplies, Commodities, Materials			-
3	Equipment, Vehicles and Furniture (including depreciation)			-
4	Contractual Services	109,143	275,675	349,143
5	Travel	61,257	140,000	201,257
6	Transfers and Grants Counterparts		250,000	250,000
7	General Operating and other direct costs		30,000	30,000
	Sub-Total Programme Costs	186,400	1,099,675	1,286,075
	Indirect Support Costs** (7%)	13,048	76,977	90,025
	Total Costs	199,448	1,176,652	1,376,100

⁶ Excluding 7% Indirect cost