

## Terms of Reference

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## Acronyms

BBDO	Batten, Barton, Durstine & Osborn
BERA	UNDP Bureau for External Relations and Advocacy
BPPS	UNDP Bureau for Policy and Programme Support
CBD	Convention on Biological Diversity
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CEPF	Critical Ecosystem Partnership Fund
CSO	Civil Society Organizations
FFI	Fauna and Flora International
GEF	Global Environment Facility
ICCWC	The International Consortium on Combating Wildlife Crime
IUCN	International Union for Conservation of Nature
IWT	Illegal Wildlife Trade
M&E	Monitoring and Evaluation
MPTF	Multi-Partner Trust Fund
MPTFO	Multi-Partner Trust Fund Office
NGO	Non-Governmental Organization
ODA	Official Development Assistance
SDG	Sustainable Development Goal
SGP	Small Grants Programme (GEF)
TNC	The Nature Conservancy
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNODC	United Nations Office on Drugs and Crime
WCO	World Customs Organization
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature
ZSL	Zoological Society of London

## Context

In 2015, the global community adopted the 2030 Agenda for Sustainable Development, a development platform agenda with an ambitious set of 17 [Sustainable Development Goals](#) (SDGs). The 2030 Agenda is the roadmap for people, planet, prosperity, peace and partnerships hinged on the universal implementation of 17 Sustainable Development Goals (SDGs). The 2030 Agenda recognizes the interdependence of social inclusion, economic prosperity and environmental sustainability – the three pillars of sustainable development. It recognizes that progress on one Goal will affect the achievement of all 16 other SDGs.

Protecting and investing in biodiversity are critical to efforts to advance this integrated global agenda. While addressed most directly in SDG 14 (life below water) and SDG 15 (life on land), species conservation and ecosystem services impact every facet of development, from human health (SDG 3), to food security (SDG 2), to climate adaptation (SDG 13), as well as to peace and security (SDG 16). Conversely, biodiversity loss has the potential to limit progress on many of the other Goals. While the interconnections of biodiversity to SDG achievement are numerous and complex, they are inarguable. It is not possible to achieve economic prosperity, advance social progress or protect human rights at the expense of the environment.

Yet, given the importance of biodiversity conservation to sustainable development, we find ourselves in what has been termed the “6<sup>th</sup> Mass Extinction” – a species extinction rate, driven by unsustainable production and consumption at least 1,000 times greater than the natural rate. Scientists estimate that the world is losing anywhere from 10,000 to 100,000 species per year and many dozens every day. The World Wildlife Fund (WWF) [Living Planet Report 2016](#) reports a 58% decline in global animal populations since the 1970s. In other words, animal populations today are half the size of what they were just 50 years ago.

The Lion's Share initiative will help stem this rapid loss of biodiversity by **leveraging private sector leadership in the establishment of the first-ever multi-partner global platform for wildlife conservation and animal care**. Advertising companies and major commodity conglomerates will lead the platform, which will be capitalized by funds donated by advertisers when images or footage of animals and wilderness are featured in advertisements across a range of media premise is to leverage a portion of private industry's advertising spend which features the use of animals to benefit wildlife conservation and animal welfare. The Lion's Share initiative creates a mechanism where advertisers who feature animals in their ads can help make a difference by donating funds that are reinvested in wildlife conservation and animal welfare programmes.

The Lion's Share is a **multi-partner platform** bringing together private sector companies, foundations, philanthropist and individual donors, global and local non-profit organizations, the United Nations (UN) family, specialists and concerned individuals to make a difference for biodiversity. The founding partners are BBDO, Mars Incorporated, Nielsen, the UN Development Programme (UNDP), and Finch, which is an

innovative advertising agency based in Sydney, Australia, that conceptualized the initiative. The platform is facilitated by the UN, given its universal reach and role as a norm setter and established partner for sustainable development. UNDP will host the Fund, which will benefit from its expansive country network, experience in designing and managing Multi-Partner Trust Funds, technical expertise, and ability to facilitate and help strengthen platforms and partnerships with leaders from the conservation community and other stakeholders.

#### GOAL

*A sustainable, peaceful and compassionate society through increased empathy for animals and nature, and the maintenance, restoration and enhancement of critically endangered biodiversity, habitats and ecosystem services.*

#### OBJECTIVE

To harness private sector leadership and consumer support to secure healthy wildlife populations and habitats, instil compassion for all animals, and ensure increased appreciation for nature and its contributions to equitable and sustainable development pathways.

The founding partners aim to create a **major global movement for business and consumer behavioral change benefitting wildlife conservation and animal welfare.**

### Wildlife in Crisis

Wildlife is a key component of biodiversity, yet it is under immense pressure. Time is running out for wildlife and their habitats. According to the [WWF's Living Planet Report 2016](#), the world's best available data shows large drops in global animal populations since the 1970s, which equates to a 58% decline. The [WWF's Living Planet Report 2016](#) documents devastating trends in species and habitat conservation. Many flagship species and charismatic megafauna such as elephants, rhinos and big cats live on the brink of extinction. Per the Living Planet Report, wildlife populations will have declined, on average, an estimated 67% by 2020.

Fifty years ago, some half a million rhinos lived throughout Africa and Asia. However, poaching, uncontrolled hunting, and habitat loss have caused a dramatic decline in their numbers. In March 2018, we came a step closer to witnessing the possible extinction of the northern white rhinoceros with the death of the last male rhino of this sub-species. Only 20,429 southern white rhinos and 5,081 black rhinos remain. Between 2007 and 2014, rhino poaching rose by 9,000% due to increasing demand for rhino horn. In South Africa alone, over 1,000 rhinos have been poached annually in recent years, translating to nearly three rhinos killed every day. The very existence of the species is threatened by organized criminal networks and gangs that operate globally.

The onslaught on elephants is similarly alarming. African elephants bear the brunt of illegal wildlife trade, fueled by consumer demand for ivory. The latest estimates of the number of African elephants show the worst decline in 25 years. The large increase in elephant poaching in Africa in the past decade led to the loss of approximately 110,000 elephants and at least 12 entire elephant populations. Their numbers have dwindled to around half a million, reaching critically low levels. This is a massive decline from the 1970s when nearly a million elephants roamed Africa.

Among the big cats, there are approximately ,000 tigers and 6,500 snow leopards left in the wild. These predators are under threat from poaching and habitat loss, competition for space with human populations, and human-wildlife conflict that leads to retaliatory killings. Since 1990, the wild tiger populations have decreased from an estimated 100,000 to 3,890 individuals, and their habitat has shrunk by 90%. In the Americas, the jaguar has lost nearly 50% of its historic range.

Although the devastating effects of poaching and illegal wildlife trade on some of the world's most iconic species are widely known, many less prominent species, such as pangolins, are also significantly affected. The illegal pet trade severely affects wild populations of many mammal, bird, reptile and fish species.

The condition and treatment of domestic animals also link to wildlife trends. Human-wildlife conflict is escalated when wildlife preys on livestock. Feral dogs and cats threaten wildlife and domestic animals as hunters and carriers of communicable disease. Both wildlife and abandoned domestics can be at risk to extreme weather events and natural disasters, including flooding, drought, and abandonment.

This crisis is not only about wildlife disappearing from the face of the earth. The drastic decline in wildlife and the deterioration of habitats and ecosystems are multidimensional challenges with a myriad of consequences. If nature continues to be eroded, it is estimated that half or more species will pass quickly into extinction with devastating effects on the well-being of current and future human generations. Species richness and ecosystem services are the basis of human welfare, providing for basic needs such as food security, clean water, medicine and prosperous livelihoods. Biodiversity loss is closely associated with global risks that can lead to increased corruption, political instability and conflict.

**The Lion's Share will address these challenges and help prevent global biodiversity loss from undermining human development. It will harness private sector resources to change behaviors and demand for illegal wildlife products. It will use the corporate advertising market to contribute towards habitat conservation.**

As such, the wildlife crisis increasingly undermines and even reverses sustainable development and poverty reduction efforts, economic growth, and the safety and security of people directly and indirectly

dependent on nature. This crisis is further undermined by mind-sets and behaviour which insufficiently value and respect animal welfare. **There is a need to address this problem through new, innovative global mechanisms and initiatives.**

## Animal Welfare

This is not just affecting wildlife. The sheer number of animals including pets and strayed animals are in need of assistance. In 2017, the number of abandoned dogs reached 200 million worldwide with 6.5 million dogs and cats entering animal shelters every year in the United States alone. Of the approximately 6.5 million companion animals who enter shelters every year, approximately 3.3 million are dogs and 3.2 million are cats. Due to these overwhelming intake rates, shelters often struggle to adopt many animals that come through their doors. Each year, approximately 1.5 million animals are euthanized (670,000 dogs and 860,000 cats).

This worldwide phenomenon happens despite existence of scientific data proving the positive impact that pets have on human lives and local communities.

The Lion's Share aims to rectify this situation with an overarching ambition to, ensuring appreciation for nature and its contributions to an equitable and sustainable future. The Lion's Share will strengthen and/or develop new national advocacy campaigns to highlight the causes of this challenge.

## Rationale

Recognizing the value of biodiversity and ecosystems to societies, and the many past and ongoing complementary conservation initiatives, the Lion's Share uses a new funding modality to bring the private sector to the fore of conservation and animal welfare efforts. The Lion's Share will draw on nature's potential to achieve multiple conservation and development dividends.

## On-going Efforts

There are many initiatives advancing wildlife conservation and animal welfare around the world. Several prominent efforts are highlighted here, to help paint the landscape in which the Lion's Share will operate.

Under global conservation frameworks, such as the Convention on Biological Diversity (CBD), the Convention on the Conservation of Migratory Species of Wild Animals (CMS) and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), multilateral and bilateral programmes provide support to countries to address the wildlife crisis. The 2030 Agenda also offers a universal, overarching framework along with concrete targets and indicators. Through the SDGs, the global community sent a strong message that both life on land (SDG 15) and life below water (SDG 14) need protection.



Other broader connections are being made. In 2017, the UN Office of the High Commissioner on Human Rights (OHCHR) issued a global report highlighting the links between biodiversity and human rights. A year prior, the 2016 World Conservation Congress, organized by the International Union for Conservation of Nature (IUCN), recognized the role of healthy ecosystems in human health and well-being, among many other linkages between biodiversity and human development.

Wildlife crime has taken center stage in discourse on wildlife conservation. In 2015, the UN General Assembly (UNGA) adopted the first-ever resolution on tackling illicit trafficking in wildlife. This led to the formation of the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products to ensure a more effective and better coordinated UN response. In October 2018, the Government of the UK will host a global Illegal Wildlife Trade Conference in London, building on successful conferences already held in London, Kasane and Hanoi. Further, United for Wildlife was created by The Royal Foundation of The Duke and Duchess of Cambridge and the Duke and Duchess of Sussex, aiming to unite the world's leading wildlife charities towards a global movement for change. The United for Wildlife Transportation Task Force catalyzed the engagement of the transport sector in shutting down illegal wildlife trafficking routes, with the launch of an ambitious, transport industry-led declaration that now has over 90 signatories.

The International Consortium on Combating Wildlife Crime (ICCWC), a collaboration between the CITES Secretariat, the International Criminal Police Organization (Interpol), the UN Office on Drugs and Crime (UNODC), the World Bank Group, and the World Customs Organization (WCO) was formed to provide coordinated support to combat wildlife and forest crime. The WCO, together with UNODC, implements the Container Control Programme and the Green Customs Initiative, which ensure that customs and other border control officers in destination and transit countries are well-trained and have the tools to fight wildlife trafficking and forest crime.

Strengthening law enforcement, prosecutions, investigations, customs procedures and criminal justice systems have also been supported through bilateral assistance by governments. For example, the US supports prominent initiatives such as the Asia's Regional Response to Endangered Species Trafficking (ARREST), Wildlife TRAPS (Wildlife Trafficking, Response, Assessment and Priority Setting), regional wildlife enforcement networks (WENs), Wildlife Crime Tech Challenge, and ROUTES (Reducing Opportunities for Unlawful Transport of Endangered Species). The EU, France, Germany, Norway, Sweden, and the UK, among others, provide a range of support for biodiversity conservation and the fight against wildlife trafficking.

Elephants, rhinos and big cats have become the face of efforts to stop wildlife trafficking and to advance conservation. The Giants Club Summit, for instance, has convened world leaders, conservationists and organizations, biennially to discuss how to protect at least half of Africa's elephants by 2020. The African Elephant Action Plan was launched in 2010 with the consensus of all range States. Range countries of iconic species such as tiger, snow leopard and jaguar have also come together to develop species conservation action plans with clear targets and strategies, with direct linkages to national species conservation plans. These efforts, some launched in conjunction with the 2018 World Wildlife Day, which

had a big cats theme, have allowed range countries to increase cooperation to tackle common challenges and raise political interest in conservation. They have also served as platforms for knowledge and best practice exchange and increased the effectiveness of transboundary landscape management.

Several species-specific conservation funds also exist. These include: the US-supported African Elephant Conservation Fund (that dispersed US\$3 million in 2017); the Asian Elephant Conservation Fund (US\$ 1.8 million in 2017); the Rhinoceros and Tiger Conservation Fund (US\$4.8 million in 2017); the UN Environment Fund (UNEP)-administered African Elephant Fund (US\$3.4 million since 2011); and the Elephant Crisis Fund (US\$12 million since its inception) established and administered by the Save the Elephants NGO.

Many civil society and inter-governmental organizations, such as Conservation International (CI), Fauna and Flora International (FFI), Panthera, Wildlife Conservation Society (WCS), World Wildlife Fund for Nature (WWF), Zoological Society of London (ZSL), TRAFFIC, the International Union for Conservation of Nature (IUCN), The Nature Conservancy (TNC), African Parks and National Geographic, provide support for wildlife conservation through their activities. These include, for instance, data gathering and analysis, research, field projects, advocacy and education. Some of these organizations also address related issues of animal welfare and care.

The Global Environment Facility (GEF) is also tackling these issues. In 2016, the GEF established the US\$131 million Global Wildlife Program (GWP). Led by the World Bank with support from UNDP, the GWP supports 19 countries in Africa and Asia to tackle the poaching crisis and illegal wildlife trafficking (IWT). UNDP also implements the GEF Small Grants Programme (SGP), which provides small grants to communities and non-governmental organizations addressing biodiversity conservation, land degradation and climate change challenges in 125 countries. The GEF also supports the Critical Ecosystem Partnership Fund (CEPF), which provides funding and technical assistance to NGOs and private sector partners working to protect biodiversity hotspots.

Despite this spectrum of efforts, actors and donors, and the important successes they have achieved, critical gaps remain and deeply worrisome trends continue. Wildlife and biodiversity continues to decline sharply, as evidenced most recently by [the four landmark regional assessment reports published in 2018 by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services](#) (IPBES). IPBES point out that the destruction of nature is as dangerous as climate change.

### Need for a Game Changing Plan

To address the wildlife crisis, ongoing efforts must be strengthened and new partnerships, methods and narratives explored. This means going to address the wildlife crisis and animal welfare. There is a need to go beyond public funding and involving non-traditional and powerful actors such as the business and finance sectors. It also means remobilizing consumers and the general public. A marked behavioral shift on the part of decision makers, businesses, consumers and the public is exigent. Without such a **paradigm shift**, markets driven by unsustainable consumption and production patterns and misaligned political forces will continue to hamper biodiversity conservation worldwide.

In this context, the Lion's Share initiative will offer a **game changing** global platform through:

- ❖ Facilitating leadership and financing by the private sector
- ❖ Building coalitions and partnerships among public-private-civil society organizations for common goals
- ❖ Issuing a new Lion's Share Certificate, creating a global awareness and consumer behavioral change movement for wildlife conservation and animal welfare
- ❖ Complementing Official Development Assistance (ODA) with non-traditional funds
- ❖ Introducing a range of funding streams, including long-term impact initiatives, grassroots level funds, and wildlife crisis funds
- ❖ Strengthening the 'wildlife economy' with clear linkages to sustainable development
- ❖ Articulating awareness of the pet-wildlife linkage—awareness raising about the illegal pet trade and its impact on biodiversity
- ❖ Investing in innovative and cutting-edge technologies and methods to gather data that can enhance scientific research, and increase our understanding of wildlife, biodiversity and ecosystem services

## Theory of Change

### Overall Goal

The Lion's Share initiative will contribute to the protection and conservation of biodiversity and increase compassion and care for animals that serve as the basis for sustainable human development. By harnessing private sector leadership and securing capital through the development of an innovative financing mechanism and by catalyzing consumer behavioral change, the Lion's Share Fund will target interventions that: **secure healthy wildlife populations and habitats, instil compassion and care for biodiversity as well as improve animal welfare. These are the foundation of human well-being, and ensure increased appreciation for nature and its contributions to an equitable and sustainable future.**

#### ***The Lion's Share – helping to realize the 2030 Agenda for Sustainable Development***

In 2015, 193 countries adopted the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). These Goals, which address a wide range of linked social, environmental, economic and governance challenges are holistic and universal in nature, applying to both developed and developing countries. Integrated nature-based responses, including those that are the focus of this Lion's Share Initiative, are key to achieving individual Goals on biodiversity and wildlife conservation, such as Life on Earth (SDG 15) and Life under Water (SDG 14), as well as the broader set of SDGs. This is because the causes and impacts associated with environmental degradation cut across sectors, leading not only to a devastating loss of wildlife and the ecosystem services on which local communities depend for their food, water, medicine, shelter, and fuel, but also negatively affecting larger-scale societal well-being, security, and economic production including agriculture, energy, industry, and trade. In turn and for similar reasons, the types of integrated nature-based solutions supported by the Lion's Share Initiative also have the potential to accelerate progress across several SDGs and their targets, including Goals for No Poverty (SDG 1), Zero Hunger (SDG 2), Decent Work and Economic Growth (SDG 8), Sustainable Cities and Communities (SDG 11), and Responsible Consumption and Production (SDG 12).

### Theory of Change Narrative

***The problem: Rapid loss of wildlife and habitat (also known as the 6th mass extinction) erodes earth's natural ecosystems which underpin human well-being and sustainable development.*** The gains in human well-being over the last century have come at the expense of our world's natural capital. Since the early 1970s, we have sent the biodiversity and ecosystems that sustain all life - particularly wildlife - into decline, and increased the number of abandoned animals due to irresponsible pet-ownership. These losses are caused by a cascading and interlinked series of ***direct causes and drivers.***

The key ***direct causes*** are:

- i. *Habitat loss, fragmentation and degradation*, including loss of natural areas, ecosystem services and prey species, pollution, encroachment, and climate change;
- ii. *Killing of animals*, including by over exploitation (uncontrolled hunting), poaching for illegal wildlife trade including exotic pets, retaliatory killing due to human wildlife conflict, and irresponsible pet ownership and increased population of stray animals.

The **drivers** of the direct causes include:

- i. *Market failures*, in which the price of goods and services do not reflect the full costs of production;
- ii. *Policy failures*, in which government and private policies, plans and practices do not adequately safeguard biodiversity, and where short-term economic gain is prioritized over long-term benefits, compounded by an inequitable distribution of tenure and rights;
- iii. *Governance failures*, in which rules and laws are unevenly or inadequately applied and corruption prevails at the expense of an erosion of public goods;
- iv. *Capacity failures (or gaps)* at the individual, community, institutional and systemic levels, where the ability to identify and implement approaches to biodiversity and ecosystem conservation are limited by insufficient access to knowledge, technologies and financing needed to sustain and strengthen livelihoods; and
- v. *Social and cultural failures*, where people are detached from nature and unaware of the significance of biodiversity loss.

The **underlying causes** of the crisis include the unrelenting human population increase, unsustainable consumption patterns and inequalities that prevail in and across societies.

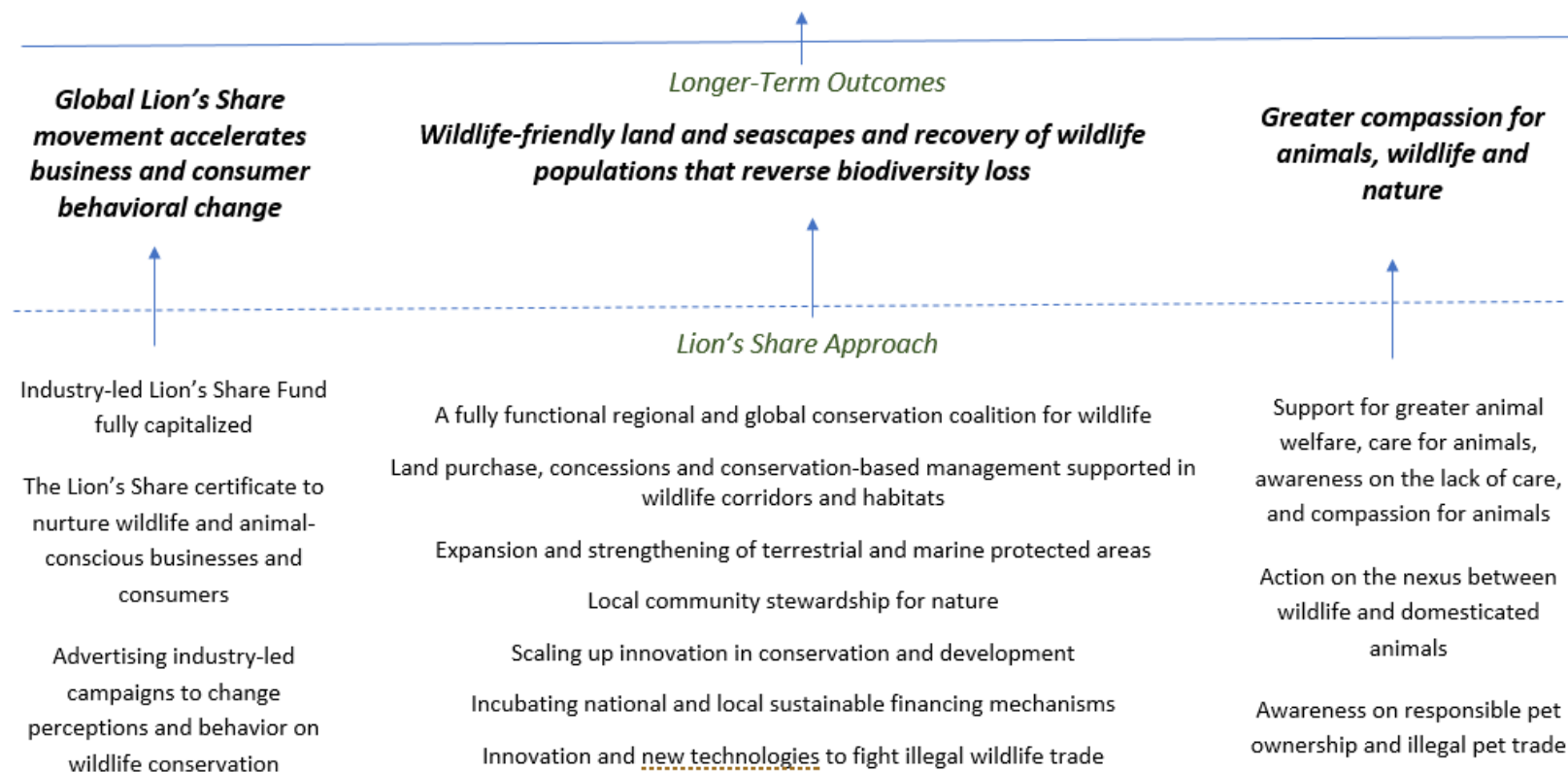
#### **PROPOSED SOLUTIONS: THE LION'S SHARE'S EXPECTED RESULTS**

Given these challenges, policies and measures towards the sustainable management and financing of biodiversity and ecosystem conservation must address these direct and indirect drivers. If the 2030 Agenda is to be achieved, nature must be placed at the center of development solutions. This means safeguarding and restoring biodiversity and ecosystems through expanded, well implemented and equitable conservation approaches that correct market distortions, harness political will, and build a continuum of capacity. It means generating sustainable development and conservation co-benefits.

The Lion's Share platform will help ensure that nature and animal welfare are protected while development objectives are met. The platform responds to the direct cause and drivers of the wildlife crisis and lack of care and compassion for animals. Its theory of change is illustrated below

**IMPACT for NATURE and SOCIETY**  
*a world where nature is protected and flourishes, and  
 contributes to human well-being and sustainable development*

**Objective:** To harness private sector leadership and support to secure healthy wildlife population and habitats, and support to instill compassion and care for animals



<b>Direct Drivers</b>	<b>Indirect Drivers</b>
Habitat loss, fragmentation and degradation; killing of animals	Failures of market, policy, governance, capacities, social and cultural
Underlying causes: human population increase, unsustainable consumption patterns and inequalities that prevail in and across societies	

The expected longer-term Outcome results and corresponding signature indicators are:

**1. Global Lion's Share movement accelerates business and consumer behavioral change**

Under this outcome, the Lion's Share fund will become fully capitalized to provide funding for actions for wildlife conservation and domesticated animal care. The Lion's Share certificate will be established and marketed across the globe, nurturing better wildlife and animal-conscious business and consumer decision-making. The certificate will be recognized as a symbol of advertisers' contributions to global wildlife conservation and animal welfare, and help influence consumer behavior. The innovative advertising industry-led Lion's Share financing mechanism, global public engagement, and targeted awareness campaigns will generate a new scale of awareness leading to behavioral change in support of wildlife conservation and domesticated animal care.

*Signature indicators:*

Level of financing raised for The Lion's Share Fund; number of companies signed up for the Lion's Share certificate; viewing rates or number of social media appearance indicating increased global engagement and awareness of wildlife-sustainable development linkages; consumer data and trends indicating consumer behavioral change.

**2. Wildlife-friendly land and seascapes and recovery of wildlife populations that reverse biodiversity loss**

This outcome represents the largest pillar of the Lion's Share Fund. The Fund will support transformative collaborative actions to fill financing gaps and implement strategies for wildlife conservation and habitat management. It will support coalition building between governments, civil society and the private sector. It will promote mechanisms for securing conservation-oriented land and seascapes management systems in critical wildlife corridors and strongholds of target species. This will include land purchase, securing of long-term conservation concessions, and investments in conservation oriented area management systems.

The Fund will also support the expansion and strengthening of terrestrial and marine protected areas. It will cultivate community stewardship for nature and protected areas through support for local livelihoods, diversification of livelihoods, and job creation. Innovation in conservation will be scaled up, including innovation and new technologies in anti-poaching and anti-trafficking of wildlife. Sustainable financing mechanisms at regional, national and local levels will be incubated and replicated to ensure recurring sources for conservation around the globe.

*Signature indicators:*

Number of coalitions operationalized/strengthened; hectares of land purchased, secured through concessions and sustainably managed for conservation; areas of protected areas expanded and strengthened; number of communities and beneficiaries supported for wildlife based or wildlife compatible livelihoods; number of innovative local solutions scaled up; number of regional and national sustainable financing mechanisms established; number of key species better protected against IWT; number of innovative IWT technologies applied.

**3. Greater compassion for all animals (domestic or abandoned), wildlife and nature catalyzed, promoting human well-being and a more empathetic and tolerant society.**

Under this outcome, the Lion's Share will support initiatives that address several challenges around the nexus between wildlife and domesticated animals including illegal pet-trade, deployment of sniffer dogs to intercept trafficked wildlife parts and derivatives, human-wildlife conflict, and disease transmission between domestic animal and wildlife. It will raise awareness on the international and national regulatory controls for wildlife as pets and broader illegal pet trade issues. Through these actions the link between care for animals and care for nature will be strengthened, contributing to conservation through a deeper affinity for nature and understanding of animal and wildlife's vital contributions to human health, livelihoods, jobs and societal progress.

*Signature indicators:*

Number of animal care initiatives supported and strengthened, including those linked to wildlife; evidence of society's increased affinity and desire to protect nature/wildlife.

These results will be delivered through the implementation of strategies to address the following five drivers of the current crisis:

1. **Addressing market failures:** The Lion's Share will transform consumer behavior to increase global engagement and awareness of the plight of wildlife and domesticated and stray animals, and their linkages to human well-being and sustainable development. It will facilitate access to finance for wildlife conservation and domesticated animal care. It will develop and implement an industry-led global media campaign that will change communications and social marketing in key markets for illicit wildlife products, curbing demand through altered consumer behaviors and mind-sets. It will change the narrative for wildlife conservation, placing it as a core element of human security and human rights. The platform will reach the global public with messaging that encourages individual action and care for wildlife and nature.
2. **Addressing policy failures:** The Lion's Share will support regional and global coalitions that work with state and non-state actors to promote wildlife conservation and animal welfare. This means integrating wildlife and biodiversity objectives and priorities into fiscal, development and sectoral policies and planning; reforming tax, incentive and subsidy schemes; forging public-private partnerships; and securing key wildlife strongholds through land purchase and concessions. It will also strengthen conservation-based management regimes in critical wildlife corridors and habitats.
3. **Addressing governance failures:** The Lion's Share will significantly improve wildlife and natural resource governance systems by supporting community-based management, leadership, and public-private partnerships, while tackling corruption and the illegal wildlife trade.
4. **Addressing capacity failures:** The Lion's Share will support civil society organizations including community-based organizations and their coalitions, as well as private sector and government actors, to protect, restore and sustainably manage key biodiversity areas and critical ecosystem services. It



will strengthen institutional and individual capacities through improved access to knowledge, innovative technologies and resources.

5. **Addressing social and cultural failures:** The Lion's Share will support a range of projects and media campaigns that nurture compassion for animals, wildlife and nature with a view to catalyzing behavior change.

## Risks and Mitigation Measures

The table below provides details of the key risks and mitigation strategies that may materialize during the implementation of the Lion's Share Trust Fund. Specific risk and mitigation strategies will be developed for each initiative funded.

RISK	MITIGATION
<b>CONTEXTUAL RISKS AND MITIGATION MEASURES</b>	
<b>Conflict and safety/political insecurity situation in some countries where the funded initiatives are being implemented negatively affect implementation e.g., through delays</b>	<p>In some countries where the funded initiatives will be implemented the political, economic, or social situation may be such that conflict or general insecurity may suddenly arise. The associated risks and volatility arising from those situations could negatively affect project implementation and slow or hinder progress and achievement of outcomes.</p> <p>For each funded project and initiative, a specific risk management framework will be developed that will include a country/region specific assessment of direct and indirect political risks that will specifically focus on possible risk of conflict or instability. Specific risk mitigation measures will also be identified and implemented to minimize the identified risks. Risk logs will be monitored regularly, updated, and acted upon as needed. All implementation arrangements will be designed to take these risks into account and to ensure that activities focus on the areas where implementation is realistic and possible.</p>
<b>Natural disasters, extreme climatic events and hazards (e.g. hurricanes, tropical storms, prolonged drought) slow down or prevent implementation of some initiatives and jeopardize the effectiveness of the introduced measures in supported land- and seascapes</b>	<p>Natural disasters, when they occur, can have a significant negative impact on wildlife and domestic animals and biodiversity. While this risk cannot be prevented, in the event that a natural disaster makes work untenable in one landscape, resources and activities will be re-focused on either post-disaster assistance, as appropriate, or redirected towards other, more viable landscapes and initiatives. Complementary efforts to maintain the resilience of protected area network through expansion and work in biological corridors and critical habitats will also be essential to build capacities for maintaining wildlife and biodiversity and ensuring resilience against natural disasters over the longer term.</p>
<b>Insufficient political commitment to ensure successful implementation of initiatives for wildlife conservation, stopping the illegal wildlife trade and strengthening pet and animal care</b>	<p>While political commitment is often influenced by a range of factors, highly visible and impactful media campaigns often work well to secure political support, especially if general support from the public is also present. To counter the risk of insufficient political commitment, a number of outreach and awareness campaigns will be designed and launched in key countries.</p>

RISK	MITIGATION
	<p>The global presence of an internationally funded high-profile advertising campaign that is the Lion's Share has the potential to significantly increase the visibility of the issues and exert public pressure, which should stimulate the political commitment to support these causes.</p>
<p><b>PROGRAMMATIC RISKS AND MITIGATION MEASURES</b></p>	
<p><b>The proposed 'regional and global coalitions' for wildlife conservation are ineffective and don't deliver on their vision and mission</b></p>	<p>The composition of the 'regional and global coalitions' for wildlife conservation will be carefully structured to minimize the possibility of this risk occurring. Only those organizations, partners, and NGOs with well-established reputations and commitment to wildlife conservation will be invited to the coalitions could be based around specific issues, such as illegal wildlife trade, specific species conservation, or the illegal pet trade, in which case only those partners with relevant expertise will be invited. Coalition partners will be selected in ways that minimize overlaps in mandate and maximize each partner's key competencies. The composition and effectiveness of each coalition will be monitored and adjusted to ensure that: consensus is built; all partners are coordinating their work; and the coalition is effective in delivering the maximum possible impact.</p>
<p><b>Lack of political will and support hinders the efforts to expand the national and transboundary networks of protected terrestrial and marine areas</b></p>	<p>Establishment of protected areas within and especially across national boundaries is a prolonged effort that requires extensive engagement at all political levels to generate willingness and sufficient interest in their legal establishment. In supporting these initiatives, the UN will draw on its track record of working with governments to facilitate this process including the establishment of transboundary protected areas). Using its extensive global network of Country Offices with strong links with national governments, NGOs, and the civil society, the UN will work to facilitate the dialogue among relevant stakeholders and build support for protected area expansion. A key part of this engagement will be to demonstrate the benefits that protected areas bring to people and various economic sectors. The UN will bring its capacities and experience in economic valuation, Targeted Scenario Analyses to support decision-making with sound science and data.</p>
<p><b>Resistance or low levels of participation of local communities in the funded initiatives</b></p>	<p>Community buy-in and interest will be critical to the successful implementation and the ultimate impact of all funded initiatives. To address this risk, all initiatives will be designed and implemented with full community participation and extensive community engagement wherever possible. Investment in the bottom-up and demand-driven initiatives, identified by the communities themselves, will be prioritised. To ensure community support, the focus will be placed on meeting the economic and social needs of communities through investing in wildlife-based economy, 'green' job creation, development of investable local development projects, and especially by introducing measures to reduce and mitigate human wildlife conflict. The UN and conservation organisations' experience with working on these issues will be fully utilised to identify the most appropriate (culturally, environmentally, and economically) interventions.</p>

RISK	MITIGATION
<p><b>Targeted social and behavioural change communications and social marketing in key markets for illicit wildlife products and/or pet animal care, and the illegal pet trade</b></p>	<p>The impact of the targeted communication and marketing campaigns will be measured and monitored. More detailed risk mitigation strategies will be developed to improve any less effective messaging and communication materials. A review of previously successful campaigns will be carried out and possible partnerships with NGOs with a track record of delivering these campaigns, such as WildAid, will be explored, as appropriate. To amplify impact, the use of celebrity activists and influencers will be explored.</p>
<p><b>STRATEGIC AND INSTITUTIONAL RISKS AND MITIGATION MEASURES</b></p>	
<p><b>The Lion's Share Trust Fund is not able to mobilize sufficient resources or interest from businesses to reach optimal operational levels and to operate at full capacity</b></p>	<p>The concept of donating a proportion of the advertising spend for the use of animals and nature-based images in advertisements is novel. If the global advertising industry and their clients do not show enough interest to participate in the Lion's Share concept the viability of the Fund will be in jeopardy.</p> <p>The Lion's Share concept was originally designed by the advertising industry. As an 'organic' initiative, generated from within the industry itself (rather than it being imposed on the industry through pressure or regulations) it is expected that this "ethical, advertising industry-led global initiative for the benefit of wildlife" will organically grow through the leadership of the key industry champions. Industry leaders will use their existing clients and professional networks to engage a sufficient number of businesses to participate in the Fund and increase the overall awareness of the Lion's Share. This should ensure that the established Fund is sufficiently subscribed to and up-scaled throughout the global advertising industry.</p> <p>The Trust Fund participants will monitor the funding available in a systematic manner and on regular, agreed periods. It will ensure that the Fund commits to provisioning all initiatives only if a minimal threshold of funding/ revenue is generated that is sufficient to sustain each initiative for the entire implementation period. If not, then only some initiatives will be funded.</p>
<p><b>The Lion's Share campaign does not sufficiently engage the public to generate increased awareness and behavioral change towards wildlife conservation and improved domesticated animal care</b></p>	<p>The Lion's Share banner, logo and accompanying media campaign will be designed to ensure maximum behavioral impact, based on the latest science and know-how of the advertising industry. The impact of the industry-led campaign will be monitored and reviewed regularly to ensure that it reaches the intended audience and that planned outcomes are achieved.</p>
<p><b>The branding and outreach activities supporting the global Lion's Share advertising campaign are designed and/or used in a way that causes reputational risks</b></p>	<p>The use of accompanying branding and outreach activities will be monitored and reported on to ensure that there is no misuse that could cause reputational damage for UNDP and its partners through 'blue or green washing.' The messages will keep focus on meaningful activities designed to lessen the plight of wildlife and highlight the benefits of wildlife to human well-being.</p>
<p><b>The Lion's Share Trust Fund is mismanaged, compromising its operations and causing reputational risks</b></p>	<p>UNDP has strict Trust Fund management procedures in place to mitigate this risk. All applicable policies and procedures will be implemented to ensure</p>

RISK	MITIGATION
	full oversight of the Fund as well as full reporting, transparency and accountability.

## Branding and Outreach

The Lion's Share initiative will trigger a consumer culture and normative shift that will create a demand to pay a contribution towards animal conservation and welfare for product advertisement that use animal images.

long-term public awareness campaign on conservation and domesticated animal care combined with a branding campaign for the Lion's Share logo that will serve as a certificate for the initiative. Additional visibility will be given to the advertisers that join and to the success stories that are funded by the Lion's Share Multi-Partner Trust Fund. The combined awareness and branding campaigns will leverage a variety of mediums, platforms, events, celebrity/influencers, and partner networks.

### *Logo and Branding*

- The Lion's Share Logo will be used as the certificate. The watermark will be placed on adverts that pay for the use of animal images and footage. A sustained branding campaign driven by the founding partners, BBDO and Finch, will aim to achieve a universal recognition of the logo and its meaning.
- The logo/certificate will work like organic and fair-trade certificates. Combined with the public awareness campaign, this will trigger a normative and culture shift leading to consumer demand for advertisers to join the Lion's Share initiative.
- Advertisers who join Lion's Share will have an edge over competitors, which will encourage more advertisers to join the brand and grow the campaign.
- The Lion's Share logos will be the only one used as the certificate, which will not include any UN logo or founding partners' logos. The UNDP logo and the founding partner logo will be used in the lions share website and Include opportunity for all Donors to leverage the UNDP logo and endorsement of the Lion Share as part of the Donors corporate policies, sustainability reports, purpose documents and internal and external communication outreach about the Lions Share. UNPD logo will not be used to endorse any product, brand or company.

### *Mediums and Platforms*

- A Lion's Share website will be designed and serve as the platform's main public interface. It will relay the rationale of the initiative, funded projects, success stories, information on founding partners and members, and a sign-up section for additional corporate and individual participation.

- A variety of platforms will be used to target consumer audiences including social media, TV ads, film ads (facilitated by SAWA), physical ads and partner websites.
- Companies that join the Lion's Share will be promoted on all platforms and outlets, allowing advertisers to highlight their role in generating positive environmental and social impacts.
- To highlight the Lion's Share's impacts, success stories from funded wildlife conservation and animal care initiatives will be gathered and shared through these various mediums.

### ***Celebrity / Influencer engagement***

- The UN has a long and successful history of enlisting the voluntary services and support of prominent global figures to raise awareness and engender action. The Lion's Share initiative will call on top film stars, television personalities, musicians, artists and sports figures to raise its visibility and impacts.
- A strategy will be developed to enlist these high-profile personalities and leverage their platforms and influence to raise awareness and mobilize support for the Lion's Share initiative. The platform will capitalize on the rising trend of celebrity engagement in advocacy and impact campaigns. With regard to wildlife conservation, for instance, the Fashion and Style section of the New York Times published an article on how elephant conservation is the newest celebrity cause, comparing elephant conservation now to saving the rainforest in the 90s. The platform will harness this momentum.

A tiered level of high-profile supporters is as follows:

**The Lion's Share Ambassadors:** high-profile celebrities to be designated as the face of the initiative.

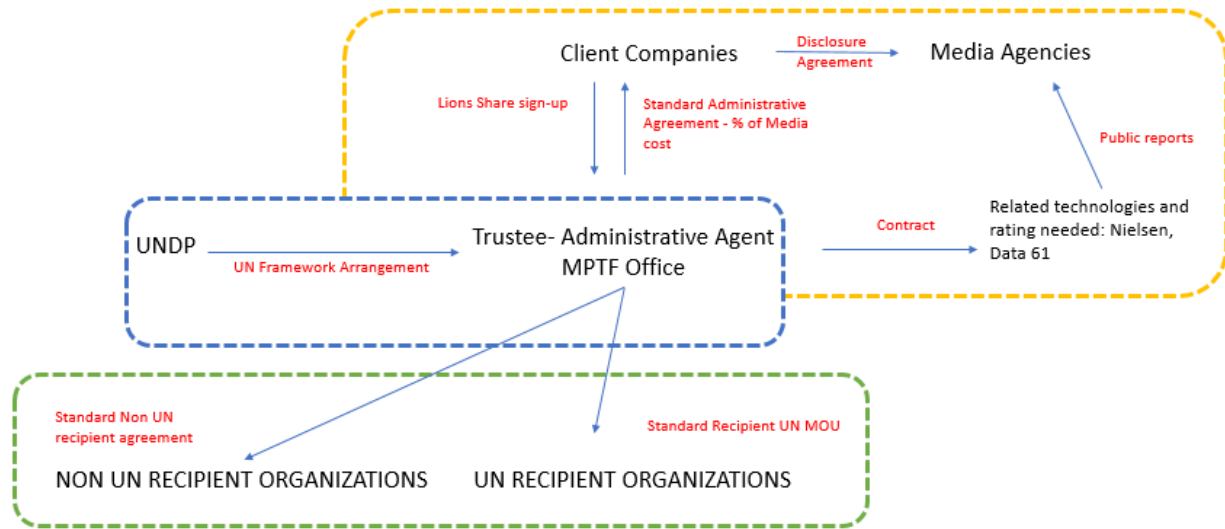
**The Lion's Share Game Changers:** a roster of celebrity advocates lending their voices to specific advocacy/awareness campaigns that are part of the larger initiative via media, social media and at events.

**The Lion's Share Pride [or The Lion's Pride]:** a wide range of influencers, such as youth-centric YouTube or social media stars, and leaders in academia, business, and development as well as faith-based leaders to lend their voices, drive campaigns, galvanize their audiences and networks and encourage public participation in the initiative and related campaigns.

### ***INDIVIDUAL FUNDRAISING AND MAJOR GIFTS***

In 2017, the market value of charitable donations within the US was US\$390 billion. 72% of those funds were from individual contributions. Three percent of this total was directed towards conservation and animals. Given these statistics, the Lion's Share will explore the viability of individual fundraising and the major gifts market as an additional source of funds for the initiative. Leveraging its strong and unique value proposition, an outreach campaign will target individuals for high volume small gifts, averaging US\$50. An additional outreach and engagement strategy will solicit major gifts from high net worth individuals.

## Legal and Funding Architecture



### The Multi-Partner Trust Fund

Multi-Partner Trust Funds are financial vehicles designed to support international development initiatives and partnership platforms with clearly defined programmatic purpose and a results framework based on a shared theory of change.

Multi-Partner Trust Funds can be designed in many different ways but will always involve leading actors and multiple implementing partners. They can receive contributions from a diverse set of donors and enable a collective response from all stakeholders through shared financing and joint support towards agreed goals. Resources in a UN Multi-Partner Trust Fund are co-mingled in a single trust fund account.

The UN Multi-Partner Trust Fund Office (MPTF Office) was established in 2006 as the dedicated UNDP center of expertise on the design and administration of pooled financing mechanisms. The MPTF Office has supported the UN system, development partners and national governments with the establishment of over 130 Multi-Donor Trust Funds and Joint Programmes since its inception.

### **Establishing the Lion's Share Multi- Partner Trust Fund**

UNDP is establishing the Lion's Share MPTF by appointing the MPTF Office as the Administrative Agent (AA), also defined as the "Fund Administrator." The MPTF Office is responsible for fund design, establishment and administration. The appointment of the Fund Administrator is legally formalized by the signing of the **Fund Framework Arrangement** by the UNDP Administrator. This arrangement is the foundation act for the MPTF, as it describes the pass-through financial set-up. This is based on standard UN procedures, recalling operational arrangements such as receiving contributions from donors,

programmatic and financial accountability of implementers, transfer funds and reporting of projects/activities.

### **The Lion's Share Certificate**

The companies joining the Lion's Share Certificate will sign-up to the initiative's principles<sup>1</sup> spelled out in the Letter of Intent and agree to pay a 0.5 percent of their media costs related to advertisements featuring animals and nature. In return they will be authorized to use the Lion's Share Certificate on their merchandise and associated branding support. The use of the logo will be regulated by a specific guidance note issued by the Fund Secretariat.

Companies with direct involvement in armament, tobacco, violation of UN sanctions, pornography, unregulated and/or illegal sale or distribution of wildlife, gambling, violation of human right and child labor will not be able to sign-up to the Lion's Share Certificate. The Fund Secretariat will maintain a proper due diligence process for any private sector participant on behalf of the Lion's Share's partners.

A Third-Party Monitoring Agent, Nielsen, will provide a methodology to track the use of advertisements featuring animals and nature for the Lion's Share companies. The annual contributions of Lion's Share companies will be based on official rate cards and the agreed-upon<sup>2</sup> methodology designed by Nielsen. The Fund Administrator will receive contributions twice a year from Lion's Share companies.

Individual donations, gifts from foundations or companies will also be accepted by the Fund Administrator and managed under the same Standard Administrative Agreement.

### **Eligible Receiving Organizations**

Any UN funds, programmes and specialized agencies can access the Lion's Share financing by signing the standard Memorandum of Understanding (MoU) for Recipient UN Organizations (RUNOs) using the pass-through arrangement. This MoU describes the role of the Fund Administrator and the obligation of the RUNOs, including financing and implementation matters, reporting, monitoring and evaluation, audit, fraud, corruption, unethical behavior, communication and visibility. This MoU is signed between the Fund Administrator and each RUNO once a first allocation is approved by the Lion's Share governance body.

Non-United Nations entities can also directly the Lion's Share financing. Those entities need to be non-profit, non-governmental, civil society organizations with proven strong fiduciary standards similar to the UN and have a minimum of one million dollars capitalization annually. An exception will be made for the Lion Cub Grants (small fund allocations). The Fund Administrator will proceed with the vetting of the Non-UN organizations and sign the Non-UN Organizations Financing Agreement, and any specific fiduciary requirements, such as external audits and controls, will be specified on a case by case basis. Non-UN

<sup>1</sup> Inspired by the Global Compact's 10 Principles: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

<sup>2</sup> The methodology will be approved by the Steering Committee of the Fund

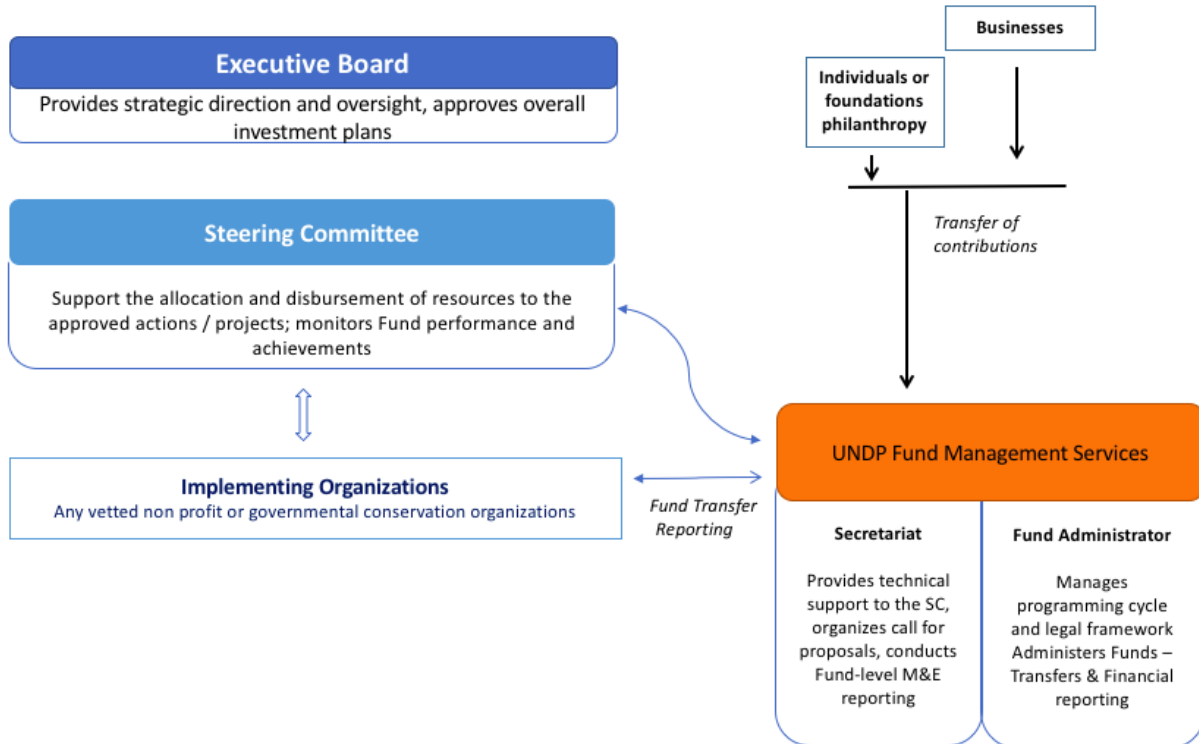
entities not eligible for direct access will be able to receive funding through a dedicated managing agent assuming full fiduciary accountability on their behalf. The existing UNDP small grant modality or any large NGO or similar programme will be the managing agent(s) for this arrangement.

## Fund Governance

The management of the Lion's Share MPTF comprises three levels:

- i) Fund Governance (Executive Board, Steering Committee)
- ii) Fund Management (Secretariat, MPTF Office)
- iii) Fund Implementation (implementing organizations; UN and non-UN entities)

Figure 1: Overall Governance Structure of the Fund





## The Executive Board

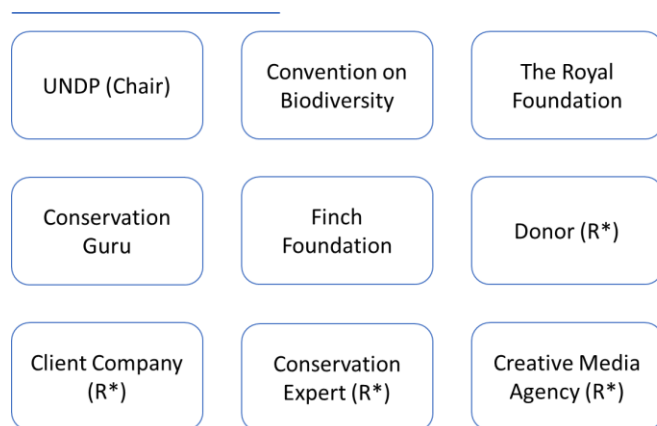
The Executive Board provides overarching, high-level strategic direction and cohesion for the initiative.

The Executive Board is responsible for the following:

### *Strategic Oversight:*

- Set the strategic direction of the initiative and exercise overall accountability for the achievement of initiative objectives;
- Provide a platform for dialogue to further partnerships and advocacy for transformative change;
- Provide high-level strategic guidance to the Steering Committee for the identification of priorities to inform the Investment Plans;
- Oversee the annual review of the status of the Lion's Share Initiative (including programmatic and financial) and of overall progress against expected results;
- Review mid-term and final evaluations and oversee the Steering Committee's response;
- Endorse revisions to the global theory of change;
- Oversee periodic review of the Lion's Share's Principles (Annex II), and the adoption of necessary amendments as agreed by consensus.

Figure 2 Executive Board Composition



\*R = rotating

The Executive Board adopts and applies rules of procedure. The rules of procedure may be amended as needed. The Executive Board has a quorum when six out of its nine members are present. It meets once a year to agree, by consensus, on programmes of work. The Lion's Share Secretariat provides secretarial assistance for the Executive Board. The Executive Board is chaired by the UNDP Administrator. Four seats of the Executive Board are rotational on a three-year basis. The criteria for acquiring the rotational seats are:

- For the Donor seat: given to the largest contributor (on an annual basis). The Donor might be a private company, philanthropic foundation or an individual;

Client Company: For the first meetings of the Executive Board (2018-2021), Mars incorporated as the first private company to sign in will be given this seat. This seat may become permanent for the first private company agreeing to donate according the official rate card (Mars incorporated as a founding partner will have the priority) alternatively the seat will be given to the largest contributing private company (rotating on an annual basis)

- Conservation Expert: selected by the Steering Committee through plurality vote;
- For the Creative Agency: selected by the Steering Committee.

The rotational seats are obtained at the beginning of the calendar year (January).

### Establishing an Advisory Board

In the context of 50 donors/client companies or more, the Executive Board may opt to establish an additional body - an Advisory Board - as a more inclusive forum with specific non-decisional roles and responsibilities, to better reflect the number of contributors. The decision to establish an Advisory Board lies with the Executive Board.

### The Steering Committee

The Steering Committee ensures effective management oversight of all operational and technical aspects of the initiative. The following are the roles and responsibilities of the Steering Committee:

- Oversees the implementation of the Lion's Share Trust Fund, reviews overall performance and approves any revision of the portfolio, as required;
- Reviews and approves the initiative policies and rules of procedure (the Standard Operations Manual) that complement the terms of reference (ToR). The rules of procedure may be amended as needed;
- Approves the Lion's Share Trust Fund Investment Plans and eligibility criteria, including maximum allocation envelopes, as well as the theory of change;
- Approves direct costs budgets, specifically those related to the Lion's Share Secretariat and any support operations, evaluations, and audits;
- Approves annual allocations for the Crisis and the Lion Cub funding streams;
- Approves projects for the Transformative stream in person at the Steering Committee meetings and/or via the online management system (through a non-objection model) programme/project documents submitted by the Recipient Organizations (UN and non-UN), based on Secretariat recommendations and technical reviews. In the case of any objections, the proposal will be reviewed in the upcoming Steering Committee meeting;
- Regularly reviews the risk-monitoring matrix and provides support for risk management strategy and actions;
- Reviews annual and final consolidated narratives and financial reports submitted by the

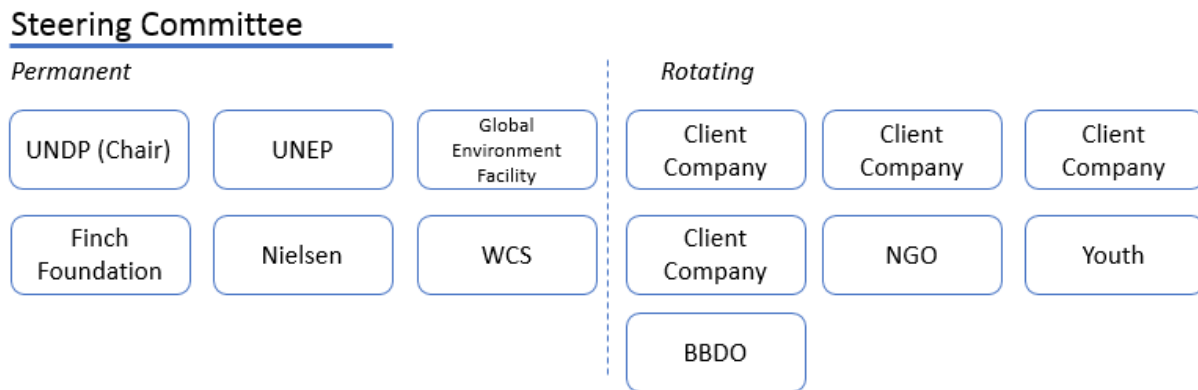
Secretariat;

- Commissions, through the Secretariat, evaluations/lessons learned exercises by an independent evaluator on the overall performance of the Lion's Share Initiative;
- Recommends revision to the Lion's Share Trust Fund ToR; and refers revisions to the Executive Board.<sup>3</sup>

The Steering Committee meets twice a year as a minimum, in person or through other means, or more frequently as required. It can take decisions in its meetings and through an online dedicated management platform. The Steering Committee is chaired by UNDP and quorum is reached when two-thirds of its the members are present. The Steering Committee agrees upon the programmes of work (decision points) by consensus. In case of non-consensus, agreements on the programmes of work can be made by the UNDP Chair with the support of a qualified majority of two-thirds of the members. All members have voting rights.

Seven of the 13 seats in the Steering Committee are rotational on a 3 year basis, as per the figure below.

Figure 3: Composition of the Steering Committee



Selection of the rotational seats (every 3 years, i.e. a minimum of six meetings):

- **Client Companies:**  
One seat is made available for the largest contributor (as per the last/relevant annual cycle). For the first three years (2018-2021), Mars incorporated as the first private company will be given one the four seats in the Steering Committee. This seat will become permanent for the first private company agreeing to donate according the official rate card (Mars incorporated as a founding partner will have the priority). The remaining seats are elected through an online questionnaire open for client companies only. The process is facilitated by the Secretariat.

<sup>3</sup> Takes effect July 2020. See p.36 *Changes to this ToR* for more information.

- *Non-Governmental Organization:*  
The Chair puts forward recommended candidates for the rotational NGO seat to the Steering Committee for voting and approval.
  
- *Youth Representative:*  
The selection procedure for the Youth Representative is to be decided upon by the Steering Committee based on suggestions by the Secretariat. Several modalities can be piloted, for instance, a nomination and selection process led by the UN Secretary-General's Youth Envoy; a global or regional call for nominees by the Secretariat; or a global or regional contest, among others.

Non-permanent members may obtain a seat in the Steering Committee more than once and may also sit more than one term (3 years) if selected as described above.

### *Responsibilities of the Chair of the Steering Committee*

- *Convenes meetings of the Steering Committee;*
- *Endorses the meeting minutes of the Steering Committee;*
- *Submits the proposal packages for the Transformative stream through the online platform for the Steering Committee members' non-objections;*
- *Approves/provides non-objection for Crisis projects that have been reviewed and approved by the Secretariat. (Note: this function is to be delegated to the Chair by the Steering Committee; the purpose is to ensure swift action for the disbursement of Crisis funds.)*

Members of the Executive Board or Steering Committee should not participate in decisions on the approval of any programme under which their organization will receive funds or act as a technical partner (at the exception of the Chair).

Apart from these general requirements, any potential conflict of interest should be disclosed to the Chair and members of the Executive Board and the Steering Committee prior to decisions that are potentially affected. Conflicts of interest declared or brought to the attention of the Board/Committee after a decision has been made will trigger its prompt re-examination.

### **Role of Third Party Monitoring Agent**

Nielsen is to act as the Third-Party Monitoring Agent to provide the methodology to assess the media costs to be paid by the client companies. The methodology proposed by Nielsen is to be approved by the Steering Committee. Monitoring occurs on an annual basis. The outcome of the annual reports are shared with the respective client company and serve as a basis to set the annual contribution level. Nielsen has a standing invitation to participate as an observer in the work and meetings of the Steering Committee.

## The Secretariat

The Secretariat function is hosted by UNDP and is physically located within the UNDP Bureau for Policy and Programme Support (BPPS). It supports the Executive Board and the Steering Committee and facilitates the overall operation of the Fund.

The Secretariat holds 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 guarantees 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;
- 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; approves the Lion Cub Grants proposals, and submit Crisis project requests to the Chair, and the Transformative project funding requests to the Steering Committee;
- 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 nominating 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;
- Consolidate the narrative reports submitted by Recipient Organizations;
- Support coordination efforts with any relevant global initiatives to avoid overlap or duplication.

The budget required to perform the tasks dedicated to the functions of the Secretariat are agreed and approved annually by the Steering Committee and charged to the Fund account as direct costs ultimately not exceeding three percent of the overall fund capitalization.<sup>4</sup>

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<sup>4</sup> The direct cost can be higher during the first years of operation while the Fund is reaching its targeted annual capitalization level.

## The Fund Administrator

The Multi-Partner Trust Fund Office (MPTFO or MPTF Office) acts as the Fund Administrator/Administrative Agent<sup>5</sup> of the Fund. The MPTFO provides the UNDP Administrator with administration and other support services, in accordance with the Memorandum of Understanding (MoU) signed between the UNDP Administrator and the MPTFO when the initiative is established. The Administrative Agent uses a pass-through modality whereby each recipient UN and non-UN organization applies its own procedures, provided they meet the minimum requirements outlined in the Memorandum of Understanding and ToR in terms of safeguards and fiduciary principles.

The MPTFO is responsible for the following initiative design and administration functions:

- Execute and coordinate all administrative and management functions including the receipt of contributions and piloting the programming cycle;
- Oversee the design, development and maintenance of one integrated platform for programme design, management and reporting;
- Provide advice and recommendations on implementation performance and cash management;
- Ensure monitoring and control of operational risks (update the risk monitoring matrix regularly);
- Develop the resource mobilization strategy, if required;
- Receive contributions from donors that provide financial support to the initiative;
- Administer funds in accordance with its regulations, rules, policies and procedures;
- Transfer funds upon instructions from the Chair of the Steering Committee;
- Provide donors with financial consolidated reports.

In addition, the MPTFO through its online portal, GATEWAY (<http://mptf.undp.org>), provides real-time financial data generated directly from its accounting system, giving partners and the general public the ability to track contributions, transfers, and expenditures.

The MPTFO charges a cost for performing the Fund Administrator functions in line with UNDG policies and contribution agreements. This is a direct, identifiable, and actually incurred cost not exceeding one percent of the overall fund capitalization. Costs incurred by the Fund Administrator in the design and set-up of the Lion's Share Fund are charged retroactively as per legal agreements.

## The Implementing Organizations

The Fund will be implemented by:

1. Non-UN entities (non-profit organizations only)
2. UN Organizations

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<sup>5</sup> The Fund Administrator is named Administrative Agent in all legal documents.

Non-UN organizations refers to all non-profit organizations with a legal existence in any country. Non-profit organizations with a total annual budget of less than US\$1 million cannot be contracted as an Implementing Organization, with exception of the Lion Cubs Grants stream. However, the organization may access the funds as a sub-contractor through an organization that fits the criteria. Each Implementing Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Fund Administrator. Each Implementing Organization is to establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Fund Administrator. This separate ledger account is to be administered by each Implementing Organization in accordance with its own regulations, rules, directives and procedures. Implementing Organizations are referred to as Recipient Organizations where relevant in this ToR.

Each Implementing Organization is to carry out its activities described in the approved proposal in accordance with the regulations, rules, directives and procedures applicable to it, using its standard implementation modalities.<sup>6</sup>

In doing this, each implementing organization is to demonstrate their adherence to the social and environmental safeguards described in Annex III. This may be demonstrated through a gap analysis and description of measures it will undertake if a gap is identified. While respecting their rules and regulations implementing organizations are to display a high-level of awareness in regard to the risk of fraud, corruption<sup>7</sup> and all other contextual and programmatic risks identified by the Steering Committee. The implementing organizations are expected to be proactive in reporting those risks to the Fund Administrator and the Secretariat.

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<sup>6</sup> Described in section III and VI of the RUNO Memorandum of Understanding.

<sup>7</sup> Described in section VII of the Memorandum of Understanding.

## Programming Cycle

### Fund Allocations

The Lion's Share Fund aims to have a scaled approach. A pilot phase will be in effect during the first two years or until a certain amount of capitalization has been reached (under US\$25M revenue per year). This pilot phase will seek to increase awareness of the Lion's Share certificate among client companies, and include targeted small-scale interventions for clear results, seeking to piggy-back on existing frameworks and well-known initiatives.

When capitalization reaches a sufficient level above US\$50 million in revenue per year, the Fund will operate with several funding streams in parallel. Between US\$25 to US\$50 million in revenue per year, the Steering Committee may decide to operationalize only some of the funding streams or limit their geographic and programmatic scope (outcomes). The majority of the funds will be allocated in line with the theory of change, in other words, along **the three expected long-term results (outcomes)**:

**Global Lion's Share movement accelerates business and consumer behavioral change**

**Wildlife-friendly land and seascapes and recovery of wildlife populations that reverse biodiversity loss**

**Greater compassion for animals, wildlife and nature**

The fund operates with three main funding streams:

Lion Cub

Long Term - Transformative Partnerships

Crisis - Flash Point

#### Lion Cub Grants Stream

To ensure wide representation of grassroots civil society organizations and direct involvement by local communities, the Lion's Share Fund includes a small grants stream called the Lion Cub. The existing UNDP or any other organization managed grant making modality are selected as delivery mechanisms based on their effectiveness and efficiency. Allocations under this funding stream are approved by the Steering Committee on an annual basis. Each grant approval is then governed by the Operations Manual. The total funding per project under the Lion Cub maxes out at US\$200,000.

In the investment plan for each funding cycle, a percentage will be determined for grant support for each of the three outcomes and four funding streams.



### **Long-term - Transformative Partnerships Stream**

This funding window provides long-term programmatic support for transformative joint actions for wildlife and habitat conservation in developing countries. It aims to generate coordinated and concerted impacts among civil society, private sector, government and/or communities focusing on particular species conservation and habitat management, with significant sustainable development impacts. The minimum funding size for this window is US\$1 million, requiring sufficient matching funding from recipient entities for a programme. Smaller amounts within this total may be managed by one or more Recipient Organization. Collaborative initiatives funded under this window need to demonstrate collaborative and coordinated actions building on existing efforts under a programmatic framework with clear outcomes, outputs and indicators. An initiative can be over 10 years in duration, however, a phased approach is then taken with a funding commitment of up to five years at a time to allow robust evaluation of progress and adaptive management. During the initial two full funding cycles up to 2030, this funding window will emphasize the conservation of the flagship species of big cats, elephants and rhinoceros, which serve as indicators of the overall health of ecosystems.

### **Crisis - Flash Point Stream**

This is a funding window that can be activated in the case of a wildlife crisis requiring urgent, targeted assistance. It could include emergency actions related to restoring critical habitats for wildlife populations, such as restoring water supplies to elephant populations following drought. It could also include support for time-sensitive enforcement actions such as in response to significant poaching events or seizures, including for the immediate care, storage and repatriation of live specimens, and other crisis responses deemed appropriate for the Fund to support. The window allows for solicited requests of emergency funds and/or technical assistance, which is to be rapidly disbursed to the Recipient Organization through a streamlined approval process. To support the rapid provision of funds and services to the ground, the Lion's Share will establish long-term agreements with service providers to facilitate the operation of the funding window. Such agreements may include: a) technically qualified and financially credible service providers to conduct on-granting and rapidly disburse grants and/or procure needed goods and equipment; and b) technical specialist service providers to offer immediate technical assistance and oversight, including through rapid in-country deployment as required.

These funds can be disbursed to Recipient Organizations within 72 hours through solicited proposals. The Secretariat will send an approval request to the Steering Committee Chair with a 24-hour deadline for feedback. If no reply is received, this will be considered as non-objection/approval. The stream can disburse a maximum of US\$2 million per six months.

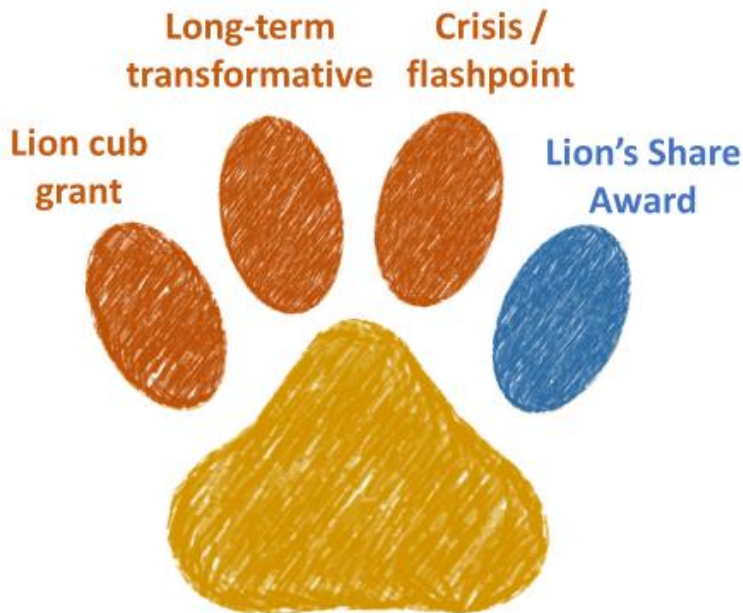
### **The Lion's Share Award**

In addition to the three main funding streams, the Lion's Share includes an award to recognize individual efforts, innovation, entrepreneurship, bravery, successful conservation campaigns or similar initiatives. Any award grant or prize money goes to a non-profit organization. The nomination and election process, as well as any ceremony and prize money, is proposed by the Secretariat for approval by the Steering Committee.

**LIMITATIONS ON FUND ALLOCATIONS**

The Steering Committee sets a maximum percentage of the total annual funds to be allocated to one single Recipient Organization (UN and non-UN), excluding any direct cost. Similarly, the Steering Committee can agree to set a minimum percentage of the total annual funds to be allocated to non-UN entities.

*Figure 4: Allocation Paw*



**Step by Step Approach**

The Fund Administrator transfers funds to Recipient Organizations based on instructions from the Secretariat, which are in line with project approvals (online management platform) and the Investment Plan allocation envelopes set by the Steering Committee. The Steering Committee identifies funding priorities taking into consideration the Fund objectives, theory of change, risk appetite, and recommendations by stakeholders, among other considerations.

**Step 1: Development of Investment Plans**

The development of specific Investment Plans better refine the scope of the financing strategy for individual funding cycles. The plan sets specific investment objectives and proposes the adequate mix of implementation modalities. It frames a programming cycle with a clear geographic and thematic scope, timeline, expected deliverables (with indicative costed outputs) and the associated financial needs. The Lion's Share's Investment Plans specify the allocation envelopes according to the theory of change and the four window/modalities described above. Several Investment Plans can overlap within a financial mechanism and can be strategic tools to demonstrate needs and provide a clear and focused programmatic scope for Recipient Organizations. For the Lion's Share Fund, the Investment Plans are to

run over a five-year period, which makes a total of two full cycles until the year 2030. The first two years will be a direct allocation period, while the Investment Plan for the next five years (2020-2024) is under development. The Investment Plans will be made available online as a reference document for potential Recipient Organizations.

**Step 2: Development of projects**

Each eligible Recipient Organization can submit a brief concept note proposal to the Secretariat before set deadlines. The minimum requirement for project proposals are usually: the key expected results and indicators aligned with the strategic objectives of the Fund; proposed activities identified in consultation with beneficiaries; indicative budgets; a risk analysis; proposed executing partners; and geographical scope. A template will be made available online. For the long-term transformative partnership stream, based on the priorities identified in the Investment Plan, an initiative will be developed collectively among partners with the Fund Secretariat playing the facilitating role in developing the multi-partner joint proposals.

**Step 3: Assessment of Proposal – Concept Note Screening**

The Secretariat conducts an initial screening and assessment of the concept notes. If accepted, the Secretariat requests a fully-fledged project document for further review.

**Step 4: Assessment of Proposal – Technical Review of Full Project Documents**

The Secretariat conducts a systematic, comprehensive technical assessment of the full project proposals. The Fund will establish **Technical Advisory Panels** consisting of authoritative experts outside the UN system to assist with technical analysis of the proposals. The projects cleared by the Secretariat are shared (executive summary and project document) with the Steering Committee through the dedicated **online management platform**. The Steering Committee is given 10 to 15 working days for comments and objections. Proposals are approved by the Steering Committee through the online platform and/or in its meetings.

**Step 5: Approval**

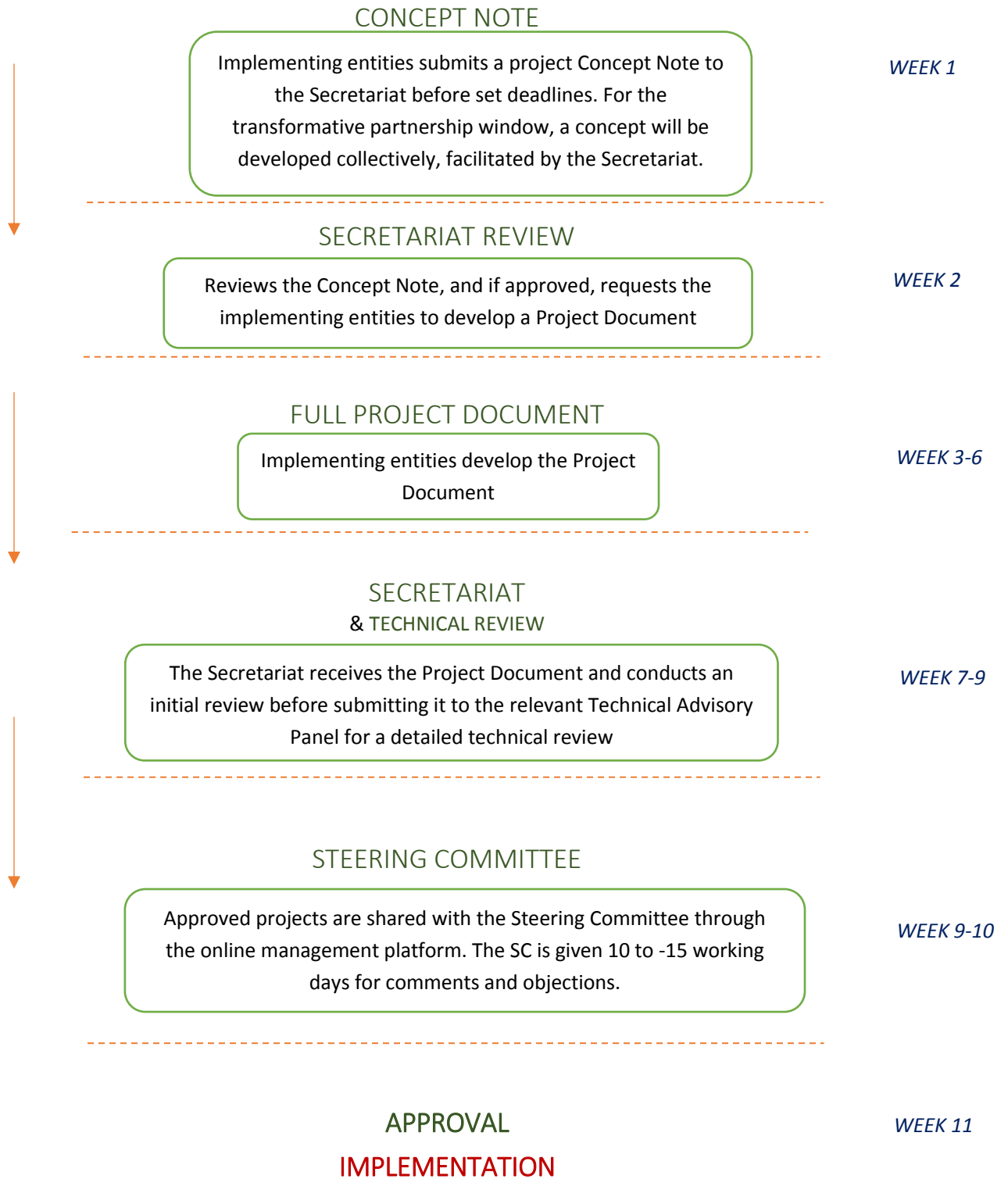
If no objections are raised by the Steering Committee through the online management platform within the set time frame, the projects are approved. In case of any objections, the proposals are reviewed in the upcoming Steering Committee meeting.

**Step 6: Circulation of Approved Projects**

The Secretariat shares the final list of approved projects with the Steering Committee, implementers, contributors and relevant counterparts. The entire process is transparent, and all relevant documents are available online.

The overall process from the project concept clearance, full project development to approval of projects should not take longer than eight months. The crisis funds can be released within 72 hours.

Figure 5: Project Approval Process



## Cross-cutting Elements

### **Innovation**

The Lion's Share supports and promotes innovation to generate solutions towards wildlife conservation and animal welfare. Each Recipient Organization is encouraged to develop proposals that identify, prototype, and scale-up methodologies and business practices that can be replicated. For each Outcome/Pillar, the Lion's Share will demonstrate how to move away from "business as usual." It will adopt new and innovative approaches, test prototypes and methodologies, analyze impacts, and mobilize the replication of successful practices.

### **Gender Equality and Women's Empowerment**

Gender equality and women's empowerment (GEWE) is a programmatic principle for all UN programmes and initiatives. The Lion's Share initiative will ensure adequate attention to GEWE in all its efforts. The Lion's Share initiative recognizes that no development initiative is gender neutral, including in wildlife conservation and domesticated animal care, and that the needs and realities of women, men, boys and girls must be adequately addressed and included to avoid gender-blind interventions. Although attention and action towards GEWE is expected by all partners, it is the overall responsibility of the Secretariat to support the development of gender sensitivity, expertise, knowledge and capacity at all levels of the initiative. This may include, *inter alia*:

- Ensuring gender parity among staff and representation at all governing levels of the initiative;
- Ensuring that gender mainstreaming is included in any operational guidelines;
- Ensuring that a gender analysis is included in the development of investment frameworks;
- Ensuring that the funds governing principles promote equitable access and benefits for women; and men, this includes promoting women-led or focused organizations as implementing partners;
- In project/programme implementation, advocate for the:
  - Consultation with women stakeholders in project development,
  - Inclusion of technical, social and gender expertise throughout the whole of project planning and implementation,
  - Establishment of sex-disaggregated baselines and indicators to measure effects on women,
  - Sufficient financial resources allocated towards GEWE.

## Reporting, Monitoring and Evaluation

For each project approved for funding, each Implementing Organization provides the Secretariat and the Fund Administrator with narrative progress reports and financial annual statements prepared in accordance with their accounting and reporting procedures, as agreed upon in the legal agreements signed with the Fund Administrator.

The annual and final reports are results-oriented and evidence based. The reports give a summary of results and achievements compared to the expected result in the programme document. Both programmatic and financial performance indicators are monitored at the outcome and output levels.

### ***Output Level***

The output indicators are specific to each programme and reflect changes in skills or abilities, or the availability of new products and services that achieved with the resources provided by the Lion's Share Fund. The evaluation of the performance against each output indicator takes external factors into account as well as the pre-identified assumptions and risks. The Implementing Organizations are responsible for the achievement of this first level of results and responsible for collecting and reporting data.

### ***Outcome Level***

The outcome indicators monitor the long-term results for biodiversity conservation and domesticated animal care. The proposed outcome indicators are found in Annex I - The Results Framework.

Every programme funded by the Lion's Share Fund has the responsibility to collect data for the indicators of the outcome to which they are contributing. While many factors beyond the control of the implementing organizations may influence results, it is expected that all stakeholders will uphold the mutual commitment agreed to in the Letter of Intent and work together towards the shared outcomes of the Lion's Share Fund.

### ***Overarching Indicators on Safeguards***

It is expected that all Recipient Organizations will provide information on how Lion's Share-supported activities are addressing and respecting the social and environmental safeguards outlined in Annex 4, as part of the requirements for monitoring and reporting.

### ***Performance Assessment***

The Secretariat is responsible for consolidating the data reported by the implementing organizations, together with the financial reported expenditures, into a single monitoring and evaluation scorecard. The Steering Committee uses this tool to review overall progress against expected results and to assess the achievement of performance targets defined in the project document.

The Steering Committee commissions reviews and/or independent evaluations on the overall performance of the Fund at the end of each Investment Plan cycle. However, to inform the development of the next Investment Plan, the first review or evaluation may take place in 2020/2021 to inform the second Investment Plan. The aim of these reviews/evaluations are to be spelled out in further detail in the ToRs for the evaluations. As a minimum, though, they will include a review of the various performance measurements of the Fund, to confirm or to annul them, and to test the theory of the change described in the Result Fund Matrix.

In addition, the donor(s) may, separately or jointly with other partners, take the initiative to evaluate or review their cooperation with the Fund Administrator, UNDP and the Recipient Organizations with a view to determining whether results are being or have been achieved and whether contributions have been used for their intended purposes. The Recipient Organizations will be informed about such initiatives, will be consulted on the scope and conduct of such evaluations or reviews and will be invited to join. The

Recipient Organizations will, upon request, assist in providing relevant information within the limits of their regulations, rules, policies and procedures. All costs will be borne by the respective donor, unless otherwise agreed. It is understood by the Recipient Organizations that such evaluations or reviews will not constitute a financial, compliance or other audit of the Fund including any programmes, projects or activities funded under the Standard Memorandum of Understanding with the Recipient Organizations.

**Changes to this Terms of Reference**

In the first two years of the Lion's Share MPTF, until June 2020 (inclusive), changes to this ToR can be made by the Founding Partners through consensus. From July 2020 and onwards, any changes will require the approval of the Steering Committee, which refers revisions to the Executive Board.

# Annex A: The Lion's Share's Contribution to the 2030 Agenda

**Goal** *Creation of a sustainable, peaceful and compassionate society through increased empathy for animals, nature and the maintenance, restoration and enhancement of biodiversity, habitats and ecosystem services.*

**Fund Objective** *To harness private sector leadership and consumer support to secure healthy wildlife populations and habitats, instill compassion and care for animals as the foundation of human well-being and ensure increased appreciation for nature and its contributions to equitable and sustainable development.*

## Contribution to the 2030 Agenda and SDG targets

*The Lion's Share contributes directly to the attainment of the following SDGs:*



**Example:**  
**6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes

**Example:**  
**8.9** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

**Example:**  
**12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

**Example:**  
**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

**Example:**  
**14.5** By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information

**Examples:**  
**15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species



**Example:**  
**16.4** By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime



**Example:**  
**17.3** Mobilize additional financial resources for developing countries from multiple sources

**15.7** Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products





## Annex B: The Lion's Share Principles & Sign-up Declaration

This form will be available online via the Lion's Share website. Following the submission of your sign-up declaration, you will receive within 60 days, the confirmation of your Lion's Share membership.

You will be provided with the authorization to use the Lion's Share Trade Mark once you have concluded the Standard Contribution Agreement with the Lion's Share Fund Administrator.

### About your organization:

**Name of the Organization:** \_\_\_\_\_

**Website:** \_\_\_\_\_

**Ownership:** \_\_\_\_\_

**Sector:** \_\_\_\_\_

**Company description and/background:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Controlling company and subsidiaries:** \_\_\_\_\_

**Countries and/regions of operation of the company:** \_\_\_\_\_

**A  
S**



***As a Lion's Share Member, I confirm the engagement of my organization to fully support the following principles and report back annually to the Lion's Share Platform on concrete actions taken to address them at the level of my organization\*:***

### ***Environment, Wildlife and Animal Welfare***

- Principle 1:*** Recognize that wildlife in crisis has an intrinsic right to existence and to be well-treated, and that all organizations and businesses can play a positive role in their conservation and welfare;
- Principle 2:*** Support a precautionary approach to environmental challenges that avoids adverse wildlife and environmental impacts, or where avoidance is not possible, minimizes and mitigates potential direct and residual adverse impacts;
- Principle 3:*** Undertake initiatives to promote greater environmental responsibility and wildlife conservation;
- Principle 4:*** Encourage the development and diffusion of environmentally and wildlife friendly technologies.

### ***Human Rights***

- Principle 5:*** Support and respect the protection and fulfilment of internationally proclaimed human rights;
- Principle 6:*** Avoid complicity in human rights abuses or activities that may contribute to violations of human rights obligations; and
- Principle 7:*** Avoid discrimination against women and girls and stop gender-based discrimination and/or inequalities.

### ***Labor***

- Principle 8:*** Uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 9:*** Elimination all forms of forced and compulsory labor;
- Principle 10:*** Abolish child labor; and
- Principle 11:*** Eliminate discrimination based on employment and occupation.

### ***Anti-Corruption***

- Principle 12:*** Work against corruption in all its forms, including extortion and bribery.

*\*The Lion's Share initiative encourages its signatories to join the UN Global Compact. Companies part of the UN Global Compact self-report annually and thus will not need to report separately to the Lion's Share Secretariat.*



## Contribution to the Lion's Share Initiative

I hereby confirm that Mars Incorporated will contribute to the Lion's Share Trust Fund when images or footage of animals are featured in its advertisements. Mars, therefore, commits to pay to the Lion's Share 0.5 percent of its media spend for advertisements featuring animals and authorizes disbursement twice a year (suggested) to the Lion's Share account.

### **Lion's Share Trade Mark**

I understand that as a Lion's Share member, I will be authorized to use the trademark / certification in full accordance with the Lion's Share Principles and in respect of the guidance issued by the initiative's Secretariat. I understand that the use of the trademark will be monitored and that any misuse will be reported to the initiative's Steering Committee and may lead to a membership termination decision.

*Authorization and guidance will be sent to your assigned focal point once your membership is confirmed by the Lion's Share Initiative.*

### **Membership Termination**

My organization may withdraw from the Lion's Share initiative giving 90-days written notice to the initiative Secretariat in order for all parties to agree on an orderly and prompt conclusion of the contribution arrangements.

On the other hand, I understand that the Lion's Share initiative may also decide to terminate the membership of my organization, giving the same 90-days written notice, through a decision of its Steering Committee in relation to a misuse of the trade mark, involvement in any exclusionary criteria (see below), or any matters related to the payment of contributions.



**Signature:**

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## **Notices/Focal Point**

**For the Organization:**

**Name:**

**Title:**

## **The Lion's Share Exclusionary criteria**

*The Lion's Share initiative adheres to the United Nations exclusionary criteria outlining those business practices considered problematic to the initiative's reputation. If the potential partner company, any of its subsidiaries, parent company or suppliers are involved in the following areas signatories are asked to notify the Secretariat.*

*Manufacture, sale or distribution of controversial weapons or their components, including cluster bombs, anti-personnel mines, biological or chemical weapons or nuclear weapons.*

*Manufacture, sale or distribution of armaments and/or weapons or their components, including military supplies and equipment.*

*Replica weapons marketed to children.*

*Manufacture, sale or distribution of tobacco or tobacco products.*

*Violations of UN sanctions and the relevant conventions, treaties, and resolutions, and inclusion in UN ineligibility lists or UNDP vendor sanctions list.*

*Involvement in the manufacture, sale and distribution of pornography.*

*Manufacture, sale or distribution of substances subject to international bans or phase-outs, and wildlife, wildlife products and derivatives obtained illegally or in contravention of CITES.*

*Gambling including casinos, betting etc. (excluding lotteries with charitable objectives).  
Violation of human rights or complicity in human rights violations.*

*Use or toleration of forced or compulsory labor.  
Use or toleration of child labor.*