

LEGACY LANDSCAPES FUND



From Concept Note to Full Proposal Manual



November 2022

Version 1

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I. Introduction

1. Purpose

This manual is intended to help you develop the full proposal, on the basis of which the final funding decision by the LLF Supervisory Board (SB) will be made. The full proposal will also constitute the key reference for grant awarding, contracting, and grant implementation.

2. Timeline

The full proposal will be developed in parallel with the environmental and social due diligence (ESDD) process, and you will need to integrate the findings and recommendations of the ESDD into your full proposal (in the budget, activities planned, staff allocation, etc.). There is no precise deadline for the full proposal (around Q2 2023), however, we recommend that you start working on it as early as possible to give yourselves ample time to address all the points listed in this manual and to use exchanges with the LLF team to answer any potential questions. The timeline on the next page ([Figure 1](#)) illustrates the process and the different steps that you can expect over the next few months.

Please note that an application deemed eligible at the concept note stage is *not guaranteed* to obtain LLF funding, and that the final decision lies with the SB.

3. Working with LLF, an iterative process

Throughout the full proposal development, the LLF team would like to offer bilateral monthly (or six-weekly) meetings on your progress to help you produce a strong full proposal. These meetings may be general (answer any questions you may have), or thematic (“developing the budget”, “integrating reviewers’ comments”). To simplify the process, we ask that you integrate changes to your full proposal by using the *track changes* function in MS Word.

4. Templates and reusing the concept note

Applicants are asked to build on their successful concept note to develop their full proposal. Guidance is provided below on how to consolidate the concept note and integrate the required new elements into the full proposal. We ask that your full proposal does not exceed 50 pages in total (excluding the annexes).

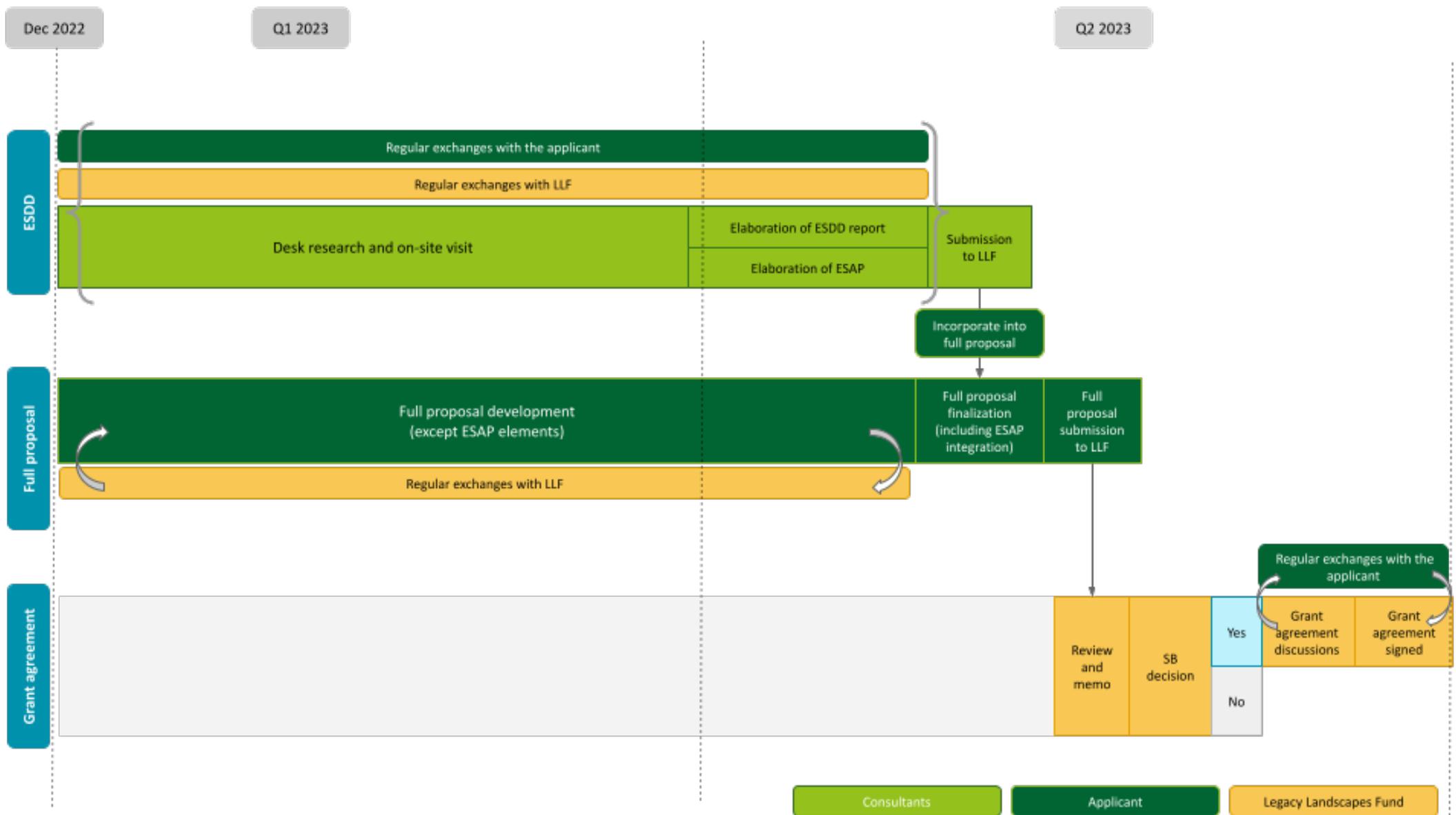
5. Proposal development grant

After having seen the quality of the concept notes submitted and considering the support offered by LLF staff in the process, we believe that the effort for applicants to produce a full proposal is less cumbersome than expected. Moreover, we also faced a rise in the costs of the ESDDs, compared to what was anticipated, due to the remoteness and large size of many proposed LLs. Therefore, the management board has decided to reduce the proposal development grant to USD 5,000 per site. Whether your application is successful or unsuccessful at this stage, this grant does not need to be returned to LLF.

6. Match funding

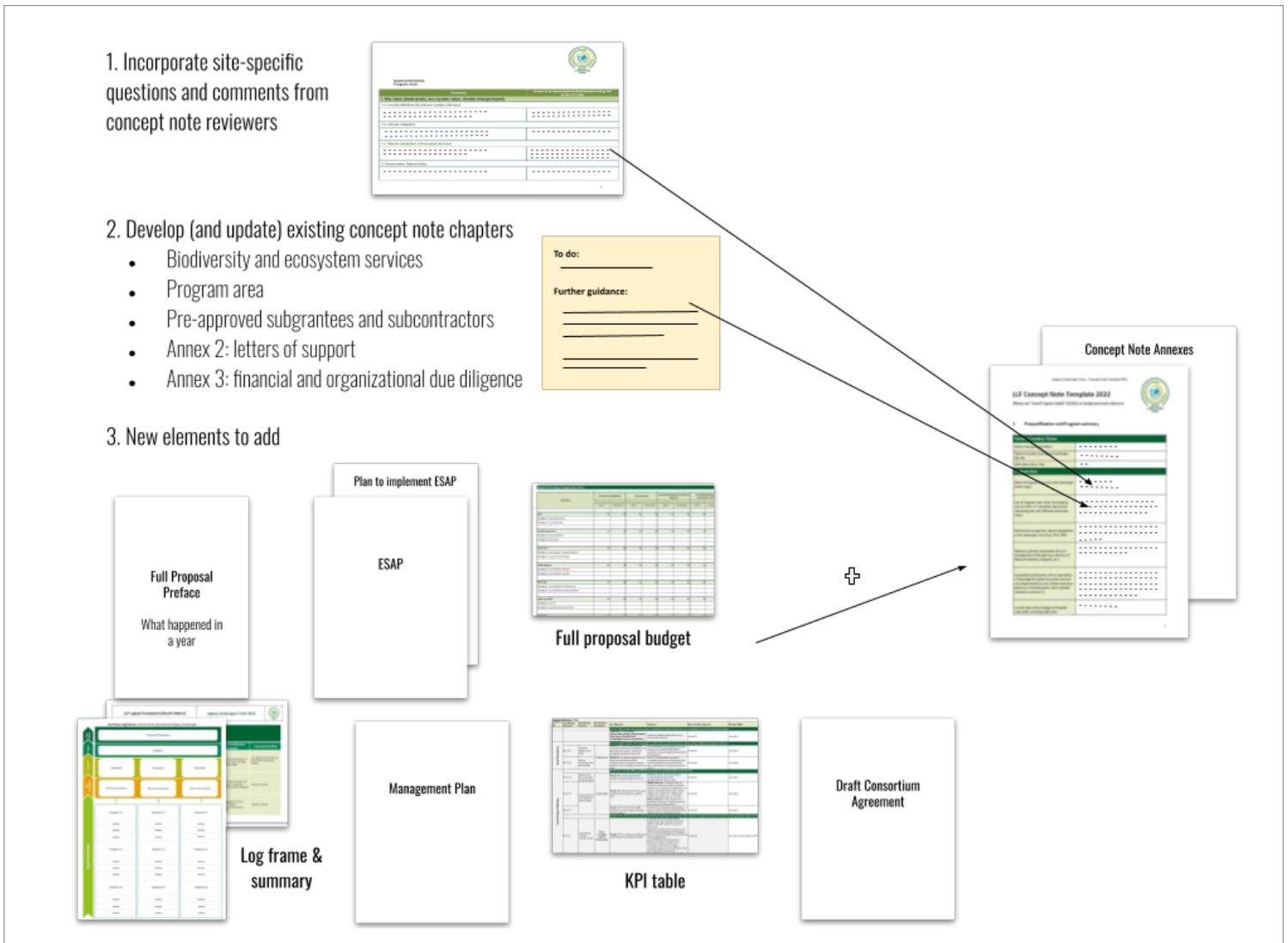
Please note that it is expected that the match funding provided for the program will flow through LLF.

Figure 1. Process and timeline (estimates)



II. Full proposal elements

Figure 2. Building blocks of a full proposal



1. Incorporate site-specific questions and comments from concept note reviewers

In August you received a series of comments and questions about your concept note from LLF reviewers. Responding to these comments and questions is a crucial step to ensure a quality full proposal, as it will provide LLF with the necessary information about the site and the program, and to clarify any remaining questions.

To do:

- Integrate the reviewers' comments into your full proposal
- Answer the reviewers' questions by further developing aspects of your concept note

Further guidance:

- Please ensure that the rest of the information is coherent with the updated or new information provided. You may edit any part of the concept note text, as long as the required information is provided, and the general idea of the program does not change.

- You may integrate the updated or new information into the main text, or, when appropriate, address the comments and questions in a separate paragraph.
- Please read through this entire guide before integrating the comments to avoid double-effort.

In addition to the comments and questions from the concept note reviewers, you may want to use the key findings from the ESDD to inform the full proposal with additional or updated elements. The ESDD report may be useful to reinforce the SWOT¹ matrix, as well as the answers on the biogeographical value of the landscape and on the social context.

Please note that, in general, all the information submitted in the concept note should be reviewed and updated when needed.

2. Elements to develop in existing concept note chapters

The following elements, already somewhat present in your concept note, need to be further developed in the full proposal. Please note that these elements need to be worked on regardless of whether they were pointed out by the reviewers' in their comments.

a. Biodiversity, ecosystem services and climate relevance

In the first question of section 2 of your concept note **“Biogeographical value of the landscape”**, you were asked to explain the value of biodiversity and ecosystem services and key unique selling points of the landscape. In your full proposal, we ask that you please further develop on these points, and specifically, on how the site fits in the national priorities for biodiversity and climate change.

To do:

Answer the questions below:

On biodiversity:

- Is the proposed landscape in any relevant international, national, or regional political prioritization framework related to biodiversity? e.g., Aichi Targets, National Biodiversity Strategies and Action Plans (NBSAPs) under the Convention on Biological Diversity (CBD), Land Degradation Neutrality (LDN) target under the United Nations Convention to Combat Desertification (UNCCD), any other national or regional plans, etc.

Existing data on climate relevance:

- Please provide existing data on the climate change relevance of the proposed landscape and program

On climate change mitigation — how does the program effectively support areas relevant for climate mitigation?

¹ SWOT: Strengths, Weaknesses, Opportunities, and Threats

- What is the potential of the landscape to absorb greenhouse gases (e.g., potential as a carbon sink)?
- What is the potential of the program to avoid emissions of greenhouse gases (e.g., through improved conservation of forests or peatlands)?

On climate change adaptation — how does the program effectively support areas relevant for climate adaptation and ecosystem services?

- What is the significance of the program in delivering other ecosystem services supporting or benefiting the population living in, and in proximity to, the Protected Areas, as well as at a regional or national level (e.g., water provision, food security, preventing desertification and erosion, etc.)
- What is the significance of the program in strengthening community resilience against the impacts of climate change (e.g., droughts, erosion, food insecurity)?

On priority in the political framework:

- Is the landscape somehow referred to in any national political prioritization framework related to climate change (e.g., Nationally Determined Contribution (NDC))?

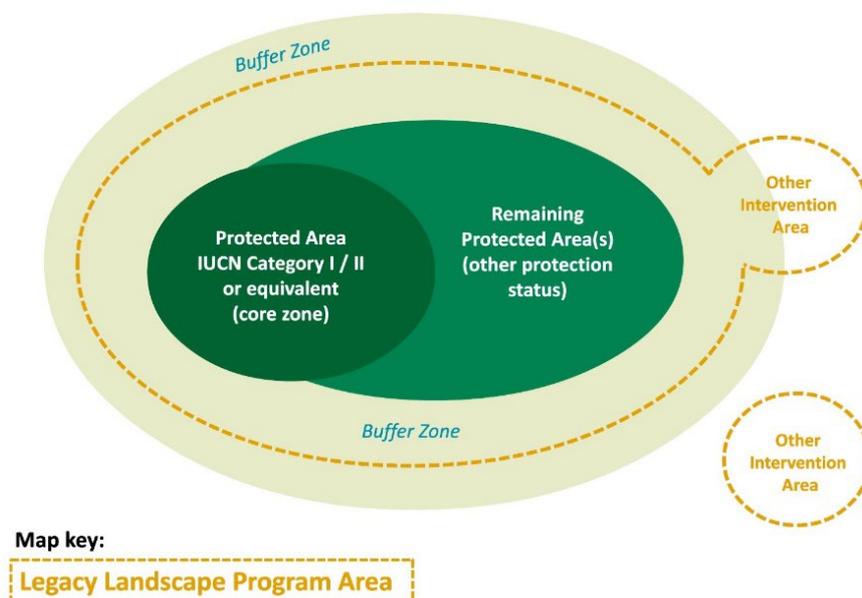
On proximity to emission reduction projects:

- Is the landscape located in proximity to any emission reduction initiatives (e.g., REDD+ projects)? If so, what are the synergies between the proposed legacy landscape and said initiatives?

b. Program area

In section 2 “**Biographical value of the landscape**” of your concept note, you were asked to attach a map of the legacy landscape and the proposed program area. Following the guidance provided below, please provide an updated map that highlights the different elements of what constitutes the legacy landscape program area (or “legacy landscape”). Please note that your legacy landscape may not include every element, and that their localization will likely differ from what is shown in the chart below (Figure 3).

Figure 3. Legacy landscape program area



To do:

- If necessary, update the map of the area provided in your concept note
- Highlight the different sections of the program area, where appropriate
- Provide area sizes of the different sections

Further guidance:

- *Legacy landscape program area:* the area represented by the IUCN Category I/II (or equivalent) protected area, the remaining protected area(s) (under other protection statuses), the relevant defined portion of the buffer zone, and any other intervention area (if any). Note that the program area may look different from one legacy landscape to another.
- *Buffer zone:* in the context of a legacy landscape, the buffer zone refers to the area beyond the protected areas (IUCN Category I/II or other protection statuses) that is managed to help maintain or increase conservation within the protected areas and/or improve livelihoods for local or nearby communities. The buffer zone, or parts thereof, may be part of the program area.
- *Other intervention areas:* when appropriate, a portion of an LLF grant may be used to address significant pressures/issues relevant to the legacy landscape in an area outside the buffer zone.

c. Pre-approved subgrantees and subcontractors

Question 5.a. in the section **“Implementing partners and program management”** of the concept note asked you to describe the respective areas of expertise, roles, and expected contributions to the program of potential subgrantees. According to LLF’s procurement policy, grantees can directly award services to pre-approved subgrantees and subcontractors when these are deemed economically viable and are pre-approved as part of the approval process of the full proposal. To save time and effort on procurement procedures, we therefore highly recommend that you spend some time listing all confirmed or realistically planned subgrantees in the full proposal.

Please note that before any funds may be disbursed to subgrantees, all subgrantees must have completed, signed, and returned the standard Declaration of Undertaking (DoU) to LLF. It is also your responsibility to ensure that all of your subgrantees comply with LLF’s procurement policy.

To do:

- List all foreseeable or already identified subgrantees and subcontractors and mention their areas of expertise, roles, and expected contributions to the program
- Include these costs in the full proposal budget ([Annex A](#) of this guide)

Further guidance:

- *Grantee(s) or Implementing partner(s):* lead implementing partner (or sole grantee) and consortium members (if any)
- *Pre-approved subgrantee:* a third party identified by the grantee in the program proposal whose role and responsibilities are clearly defined in the full proposal and budget. Subgrantees must comply with all regulations of the grant agreement, including LLF’s ESMS,

and are subject to audits, monitoring, and evaluations. Please note that subgrantees are not consortium members and vice versa.

- *Pre-approved subcontractor*: a third party approved by LLF in the full proposal and listed in the grant agreement, (1) whose tasks within the program and responsibilities are clearly defined, (2) whose costs are outlined in detail and assessed as economically viable as part of the full proposal, and (3) with whom the grantee or a *subgrantee* enters into a contract to perform the defined task.
- *Subcontract*: a contract between the grantee or a subgrantee and a service provider or vendor (e.g., consultant, car dealer, equipment retailer, etc.). While for the grantee this may simply be referred to as a “contract”, from LLF’s perspective, it is a “subcontract”, as the main contracting party for LLF is the grantee (you!).
- *Declaration of Undertaking (DoU)*: declaration which underscores the importance of a free, fair, and competitive contracting procedure that precludes abusive practices. A standard DoU will be available in the grant agreement annexes.

d. Annex 2: Letters of Intent, other letters of support and/or endorsement

To do:

- Please attach signed letters of endorsement/support of the full proposal (including the ESAP) by the appropriate authorities/authorized bodies of the country or region
- Please obtain an English version of the document, either from:
 - The source of the document
 - A notarized or otherwise officially recognized translator
- Please re-attach the Letter of Intent (match funding) to your full proposal as an annex

Further guidance:

- *Appropriate authorities/authorized bodies of the country or region*: the entity of jurisdiction in the area(s)
- The letters should include at least the following elements:
 - A clear description of the signatory’s juridical responsibilities over the legacy landscape
 - Governmental and legal commitments (applicable national laws, national legal ratification, national/international pledges)
 - Information about the protected area, evidence of sustainable and long-term governmental commitment to an effective protection status for the legacy landscape, the integrity of the protected areas, and its effective boundaries
 - A copy of the current cooperation mechanism or MoU between the supporting authority and the applying organization (including validity dates)
 - A clear description of the applicable management model and statement according to which the applying organization has the unreserved support of the authorities within the respective management model
 - Current and planned financial/HR commitment by the authorities to the legacy landscape
 - Specify Human Rights engagements (e.g., reporting routines to other relevant institutions/organizations) and specific ESS engagements in alignment with LLF ESMS

e. Annex 3: Financial and organizational due diligence questionnaire

To do:

*In case of consortium, the information required below should be provided for **each** consortium member (not just the lead implementing partner)*

- Update the information provided in the concept note (including the internal policies)
- Provide the most recent audited financial statement (if any occurred since the concept note submission)
- Provide the most recent management letter from the auditor (if any audit occurred since the concept note submission, or if it was not provided at the concept note stage)

3. New elements to add

a. Preface: What happened in the past year

By the time you submit your full proposal, it will have been almost a year since you submitted your concept note, and many things will likely have changed within your organization, the proposed program area, and the country in which the site is located. To catch us up on the most critical elements, you are asked to provide a 2- to 3-page preface to your full proposal on “what has happened in the past year”, and to incorporate these updates into the relevant chapters of your proposal.

To do:

- Attach a 2- to 3-page preface to your full proposal describing “what happened in the past year”
 - Any relevant changes affecting the information provided in the proposal that could potentially impact the implementation of the grant, be it in a positive or negative manner
 - Impact of the changes on your operations and on the proposed program (if any)
 - Adaptive measures that you have or will put in place (if any)
- Incorporate any update highlighted in the preface into the relevant chapters (including in the SWOT matrix)

Further guidance:

- To better structure this preface, you may want to follow the structure of the concept note chapters as a guide, and provide any relevant information per chapter i.e., (1) program summary, (2) biogeographical value of the landscape, (3) social context in and around the landscape, (4) governance/oversight model of landscape management and role of implementing partners, (5) implementing partners and program management, etc.
- When appropriate, bullet points are acceptable in the preface. If you choose to use bullet points, please ensure that you still formulate complete sentences and that, as a whole, the preface still forms a coherent narrative.
- Please update anything that is now inaccurate or outdated, and otherwise please keep the updates high-level but specific.

b. ESAP and plan to implement it

The findings of the ESDD study, and the ensuing ESAP recommendations, will need to be reflected in your full proposal. It is important that you demonstrate an understanding of and a commitment to the recommendations issued in the report, and that you develop a plan to implement it.

To do:

In an annex to your full proposal:

- Attach your ESAP
- Answer the two following questions:
 - Summarize the main findings of the ESAP
 - Describe the approach that you will put in place to implement the ESAP, including but not limited to, staff capacity and budget allocation

c. Full proposal budget

Our grant program follows a landscape- or “basket” approach to funding, meaning that LLF funding is not project-based but rather, is based on the total need and available funding for area-based management. LLF contributions should therefore be placed in the context of the respective program area, both in terms of estimated total costs and the financial environment of the program area. LLF funding is not supposed to replace existing governmental funding but should bring in additional funding that is critical to fill existing financing gaps of the proposed landscape.

Please also note that LLF cost categories in the full proposal template slightly differ from those in the concept note (see further guidance on new cost categories in the template).

To do:

- Fill out the budget template provided in [Annex A](#) of this guide and attach it to your full proposal (see template for further guidance)
- In section 7.b. of your full proposal (“Program budget – short narrative”), describe your proposed budget in a full narrative and explain the rationale for your budget approach

Further guidance on the narrative:

- Describe the total budget of the program area (Table 1 of the budget template), including the financial value added by the LLF contribution in relation to the total costs and secured funding for the program area.
- Highlight which other donors are funding what kind of expenditures and describe ongoing and forthcoming projects and proposals.
- Explain which priority categories you propose to use LLF funding for in Year 1 (in detail) and for Years 1 to 5 (cumulative, estimates) and why (Table 2 of the budget template).
- For consortia, add information about the respective shares of funding for each consortium member.
- Add any other information that you deem helpful to illustrate your case.

d. Log frame and log frame summary

To do:

- Update the log frame provided in the concept note when needed and fill in any missing information, and attach it to your full proposal
- Summarize the key elements of the updated log frame into the additional template provided for this purpose ([Annex B](#) of this guide), and attach it to your full proposal

Further guidance:

- Just like for the concept note log frame, indicators, means of verification, and assumptions/risks do not need to be filled in for the activities in the full proposal log frame.
- Make sure to incorporate any reviewers' comments or questions into the updated log frame and summary.
- We recommend you spend a time refining the summary of the log frame to make it a workable, comprehensive, stand-alone document that fits into one A4 page. Please do not try to fit in all the information provided in the log frame by using a very small font.

e. Key Performance Indicators (KPIs)

In addition to the log frame, we ask that you fill out a table for the indicators that LLF will track as part of the impact monitoring. This table will also be used for annual reporting to LLF on progress and status.

To do:

- Fill out the KPI table with your site-specific indicators, baselines, and targets ([Annex C](#) of this guide)

Further guidance:

- Please specify in column G which metric from column F (e.g., abundance and/or density and/or growth rate) you are able to track and report on.
- You may add several lines per indicator should you choose multiple metrics or when tracking several species.
- We encourage you to track and report on multiple metrics per indicator, rather than just one.
- The indicators in the KPI table should be consistent with the indicators in the log frame.

f. Draft consortium agreement

This requirement only applies to applicants who formed a consortium for the program. If this does not apply to you and your organization, please ignore.

To do:

- Attach a draft agreement between consortium members as an annex to your full proposal
 - One copy of the document must be provided in English
 - If the document was originally written and signed in another language, please provide a translation by a notarized (or other legally recognized) translator
- Update all financial documents relating to each of the consortium members in Annex 3 of the full proposal ("Financial and organizational due diligence questionnaire")

Further guidance:

- The draft consortium agreement is an internal agreement between the consortium members, to set out the rights and obligations amongst themselves (i.e., it does not involve LLF).

- The final consortium agreement should complement the grant agreement and must not contain any provisions contrary to it; it will be finalized and signed at the same time as the grant agreement.
- The draft consortium agreement should, at minimum, contain the following elements:
 - Preamble: the context for the agreement, reference to previous agreements (letter of intent, confidentiality agreement, grant agreement), or the call for proposal
 - Parties to the agreement: give the official name of each member of the consortium
 - Definitions: as much as possible, use the definitions provided in this manual and the LLF Grant Implementation Guide
 - Governance: set-up of coordination and management bodies (if any), voting rules (if any), frequency of the meetings, communication with the management bodies, how the program should be followed and supervised, rules that apply should a member want to leave the consortium
 - Project implementation/division of tasks: tasks assigned to each party, program schedule, how changes can be made to the program, conditions under which certain persons/organizations (e.g., subcontractors) are brought into the program
 - Budget/contributions: set out the contributions made by each consortium member, set out how the funds will be distributed between each consortium member
 - Intellectual property rights: set out rules to encourage and support cooperation between the members regarding intellectual property (e.g., on protection, dissemination, and exploitation of results; joint ownership, etc.)
 - Confidentiality obligations: definition of what constitutes confidential information, scope and duration of obligations, penalties for breach of confidentiality obligations (if necessary)
 - Liability, warranties, and penalties provisions: in case of liability, rejection of costs (e.g., post-audit), reduction of the grant funds (e.g., in case of excess carryover), or damages
 - General provisions about the agreement: start and duration, methods for resolving disputes, procedures for amendments, contact points for any correspondence, the law applicable to the agreement, *force majeure*
- Please make sure that the division of roles and responsibilities stated in the draft agreement is also reflected in the full proposal budget as well as in sections 4 and 5 of the full proposal.

g. Management plan

To do:

- Attach your management plan to the full proposal as an annex, if available

III. What happens next

1. Processing of the full proposal at LLF level

The elements listed below will be considered by the LLF team when processing your full proposal and drafting the decision memo to the SB. You may want to use this table as a checklist to verify that your full proposal matches LLF's expectations:

Environmental and social (E&S) issues

- ESAP addresses E&S issues identified during the ESDD
- Exclusion list respected (as per the E&S Management System (ESMS))

Full proposal

- Match funding confirmed
- Incorporation of reviewers' concept note comments
- Information on biodiversity, ecosystem services, and climate change relevance
- Program area map
- List of pre-approved subgrantees and subcontractors
- Letters of support
- Updated financial and organizational due diligence questionnaire
- Preface of "What has happened in the past year"
- ESAP and plan to implement it
- Full proposal budget
- Log frame and summary
- Key Performance Indicators (KPI) table
- Consortium agreement draft
- Management plan

2. Next steps

After you've submitted your full proposal, the LLF team will review the full proposal and will prepare a decision memo for the Supervisory Board (SB). The SB will meet, review all memos, and issue a yes or no decision regarding funding. If your full proposal is accepted by the SB, the grant agreement between LLF and the implementing partner(s) can be signed (see [Figure 1](#)). More precise guidance will be given in the following months on the timeline you should expect regarding the next steps. Your LLF contact person will make sure to communicate these as soon as they become available.

Please note that we ask that all implementing partners assign at least one contact person that is fully proficient in English to ensure clear communication and continuity of operations, from the moment the full proposal has been accepted and before the grant agreement is signed. This is particularly relevant for any legal discussions that will occur once your full proposal has been approved by the SB, as well as for any group exchanges that we regularly organize with our grantees.

Annexes to this manual

1. Annex A. Full proposal budget template
2. Annex B. Full proposal log frame summary template
3. Annex C. KPI table