This Grant Implementation Guide aims to help Legacy Landscapes Fund (LLF) grantees better understand the terms that apply throughout the grant implementation. In addition to the signed agreement, its objective is to ensure a standard approach for each grant, adherence to policies, and compliance with donor requirements.

This guide reflects on the three phases of a legacy landscape grant, points the grantee to the crucial tasks and reporting requirements, and provides more detailed explanations and guidance on reading LLF requirements.

This guide is a work-in-progress document that will be improved regularly to provide the grantees with effective guidance and offer best practices. Grantees are invited to provide feedback on the appropriateness and usability of the policies, procedures, and forms. Should you have any questions, please do not hesitate to contact your LLF program team.
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<tr>
<th>Abbreviation</th>
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<tr>
<td>AFD</td>
<td>Agence française de développement (French Development Agency)</td>
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<td>BMZ</td>
<td>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)</td>
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<tr>
<td>DoU</td>
<td>Declaration of Undertaking</td>
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<tr>
<td>E&amp;S</td>
<td>Environmental and social</td>
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<td>ESAP</td>
<td>Environmental and Social Action Plan</td>
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<td>ESDD</td>
<td>Environmental and Social Due Diligence</td>
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<td>ESMS</td>
<td>Environmental and Social Management System</td>
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<td>EU</td>
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<td>KfW</td>
<td>Kreditanstalt für Wiederaufbau (Development Bank)</td>
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<td>KPI(s)</td>
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<td>LL(s)</td>
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<td>NGO(s)</td>
<td>Non-governmental organization(s)</td>
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<td>SI</td>
<td>Serious incident</td>
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<tr>
<td>TOR</td>
<td>Terms of reference</td>
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<td>UN</td>
<td>United Nations</td>
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1 Grant implementation phase

The implementation of the legacy landscape grant can be divided into three main phases: (1) the grant preparation phase, (2) the grant implementation phase, and (3) the grant closure phase. The grant preparation phase is the phase during which the full proposal is developed, an Environmental and Social Due Diligence (ESDD) study is conducted, an Environmental and Social Action Plan (ESAP) is established, and the grant agreement is signed. For information about the grant preparation phase, please refer to our Grant Program Guide. This guide below covers phase 2 (grant implementation) of a legacy landscape’s life cycle and summarizes the associated tasks and responsibilities. For information about the grant closure phase, please refer to the grant agreement while a specific document is being developed.

Grantees may begin implementing the grant after the grant period start date, as defined in the grant agreement. Within LLF, a designated staff member will coordinate the management of the grant and will be the main point of contact for grantees. As soon as the grant period start date has passed, important start-up work needs to be carried out. The expected tasks to be completed during this period are:

- Ensure compliance with LLF’s procurement policy, including through the non-objection of subcontract templates by LLF, if grantees choose to use their own contract templates, as per the procurement policy (annexed to the grant agreement) (see Section 2.1). Please note that grantees must actively seek out and obtain non-objection from LLF before the first use of the template.
- Establish any baseline data or targets that are still missing and update the program log frame with this information where necessary. LLF considers it crucial to collect any missing baselines at the beginning of the grant.
- Develop and/or further advance environmental and social (E&S) safeguards tools (see Section 5 and Annex 1) as part of the implementation of the ESAP. Grantees are required to complete the provided ESAP monitoring template quarterly for Environmental and Social Management System (ESMS) reporting during the first two years of the grant or until all ESAP items have been implemented.

The implementation phase is marked by the implementation of the defined activities. It is split into five-year periods (“milestone periods”), the expiration of which is always marked by an additional milestone report by the grantee (see Section 3.3) as well as a technical and financial program review by external experts (see Section 4.2). At the end of each milestone period, the grant agreement may be revised, modified, or even terminated (in the event of a breach of obligations), depending on the results of the independent external review (see provisions in the grant agreement).

During this phase, grantees need to report back on a regular, six-month basis to LLF (semi-annual Interim Report and Annual Report), as well as on an ad hoc basis in the event of major developments or serious incidents (SI) (see Section 3). Until further notice, the program will undergo a financial audit each, which will be complemented by the five-year milestone program review and a final review (see Section 4). On-site visits by LLF of the legacy landscapes will be conducted on an irregular basis during the implementation phase, but not more than once a year (likely every other year). Grantees will always be informed in due time before such visits take place (see Section 4.3).

The annual disbursement of the yearly grant funds will occur once financial information about the previous budget year’s spending and the next year’s budget (estimates or actual numbers, depending) has been non-objected by LLF, and a Funding Advance Request has been issued. For more information on the Funding Advance Request, please see Section 3.1.
2 Sound financial management

Grantees are required to have strong financial management and internal control systems. This includes adequate provisions for financial planning and budgeting, internal control, and accounting, as well as funds, cash flow, and asset management.

Eligible expenses

LLF only funds costs and measures that are in line with the eligibility criteria outlined in the grant agreement and in the guidance presented in Annex 8 (on cost eligibility and budget allocation). The spirit of LLF financial support is to predominantly cover operational and recurring costs, as well as other costs that are important for the functioning of the landscape and where it is deemed most needed. Costs and measures present in the LLF Exclusion List (see ESMS, Annex 1 of this guide) must not be funded with LLF funds.

Fraud, corruption, and abusive practices

Grant funds must not be spent in a way that is or gives the appearance of a conflict of interest, fraud, or corruption. If a grantee is found to have engaged in fraud and/or corruption in implementing the grant: (1) LLF may suspend or refuse payments, terminate the agreement, and bar the grantee from future work with LLF, and (2) the grantee will have to reimburse LLF for the amount with respect to which fraud and/or corruption has occurred as well as any damages incurred by LLF as a result (see grant agreement).

Bank account

Open a separate bank account for the LLF funds or set up a subaccount, or a separate and internally tracked and traceable bookkeeping entry in the financial management system. This ensures transparency regarding financial transactions and renders financial reviews more efficient. Transfer of grant funds from a grantee’s account should require the signatures of at least two authorized representatives from the grantee organization.

Currencies

Keep all grant funds, as far as possible, in USD in the country where the grantee as an institution is located to avoid losses from currency depreciation and to always allow retransfer. Depending on the provisions in the respective grant agreements, grant funds may also be kept in the country in which the grant is being implemented, if a USD account is maintained in that country. To minimize currency exchange risks, transfers of grant funds from USD into local currencies should be made only as needed for expenditures within a maximum of three months in advance.

Tax liabilities and tax refunds

Try to avoid or minimize tax liabilities as much as possible. All tax refunds received by grantees from contracts obtained with LLF funds should only be used for program purposes.

Customs and import duties

Depending on the respective grant agreement provisions:

- No import duties may be financed from grant funds. Import duties should be stated separately in contracts and invoices. These costs should be paid for by the grantees; or
- Customs and import duties may be financed from grant funds if other sources of funding are not available to fund such costs or if these costs would be overly burdensome for the grantee to cover.
Receipts and documentation

Keep receipts and relevant documentation (e.g., for procurement) for seven years and make them available upon request (e.g., for the milestone and/or completion grant review).

Shifting budget lines

- **Up to 15% of annual grant funds budgeted to one budget line**: grantees may shift up to a maximum of 15% of grant funds budgeted from one budget line to another, only if the funds shifted to the new budget line do not increase the budget allocated to the new budget line by more than 50%.

- **More than 15% of grant funds budgeted to one budget line and other changes to the budget**: grantees must receive prior written approval from LLF before (a) shifting more than 15% of grant funds budgeted from one budget line to another or (b) for any other proposed changes to the budget.

Contingency and non-field overhead budget lines

Unless regulated otherwise in the respective grant agreement, grantees may allocate approximately 5% of the grant funds to the contingency budget line and a maximum of 5% to the non-field overhead budget line, to the annual budget. The grantee shall report on the use of the contingency line in the financial report.

Unspent funds carryover

Any funds unspent at the end of a given budget year may be carried over to the next year’s budget, up to USD 250,000. Unspent funds above USD 250,000 will be deducted from the next year’s transfer of funds. Grantees will not be able to recuperate these deducted funds.

- **Example 1**: Grantee A spends USD 800,000 out of the USD 1 million grant funds allocated for year X during that year. Grantee A is allowed to carry over the unspent USD 200,000 from year X into year X+1,
granted that it accounts for this carryover in its proposed budget for year X+1 in the Annual Report. LLF will transfer the yearly USD 1 million after receipt of the Funding Advance Request. Grantee A thus has a budget of USD 1,200,000 for year X+1.

Example 2: Grantee B spends USD 700,000 out of the USD 1 million grant funds allocated for year X during that year. Grantee B is only allowed to carry over up to USD 250,000 from year X into year X+1. The remaining USD 50,000 that were unspent from year X will be deducted from the next disbursement by LLF. LLF therefore transfers only USD 950,000 to Grantee B for year X+1, after receipt of the Funding Advance Request. Grantee B thus has a budget of USD 1,250,000 for year X+1 (including the carryover from the previous year) and Grantee B will not be able to recover the deducted funds.

Use of funds by third-party organizations

No funds can be distributed to any third-party organization or person. The only exception is when the third-party organization is a subgrantee, an approved subcontractor, or an external subcontractor contracted by grantees or sub-grantees to take over a certain task within the program following a procurement procedure (for more information, please refer to LLF’s procurement policy, annexed to the grant agreement). Please note that no entity or person listed on the list(s) of persons, groups, or entities subject to financial sanctions by the United Nations, the European Union, Germany, or France may be awarded any contract or sub-grant under the grant agreement. Links to these sanctions lists are provided in the footnote for information purposes only and for the grantees’ convenience. ¹

Consortium members, if any, are not considered third-party organizations and are authorized to use LLF grant funds according to their respective roles and responsibilities defined in the grant agreement and the consortium MoU/contract.

Procurement policy

LLF has a detailed procurement policy, please refer to the grant agreement and its annexes for more information. LLF procurement rules apply to all procurement using LLF grant funds, including procurement

¹ Germany’s Sanctions List and list of embargos; France’s National Registry of Frozen Assets; EU consolidated list of persons, groups, and entities subject to EU financial sanctions; United Nations Security Council consolidated list of sanctions.
involving ‘mixed’ funds that are from both LLF and match funding. For subcontracts that were pre-approved as part of the full proposal approval, the grantee can award the services directly for a contract duration of a maximum of five years.

Procurement plan

As outlined in the procurement policy, grantees must prepare a procurement plan for all procurement expected to be financed from the grant on a rolling five-year basis, and as the information becomes available. Updates to the procurement plan are submitted to LLF yearly as part of the Annual Report for non-objection (see Section 3.1 and Annex 2). If no contracts can be identified ahead of time, grantees should include envisaged tender procedures and thresholds for different types and values of contracts, as far as possible.

Subgrantees: Declaration of Undertaking (DoU)

Before disbursing any funds to subgrantees, grantees and their subgrantees must complete, sign, and return the Declaration of Undertaking (DoU) to LLF (a DoU template is available in the grant agreement annexes). No funds may be disbursed to subgrantees before LLF has received the signed declarations.

Non-objection of tender documents and sub-contract templates

Before the first tender, grantees need to obtain non-objection from LLF for the standard tender documents and standard sub-contract templates for each type of procurement. Grantees have two options when it comes to subcontracting to third parties:

1. Use LLF’s standard contract templates for consulting services, purchases of goods, or civil works (to be developed)
2. Use their own standard contract templates for these different contract types. In this case, the standard templates must be non-objected by LLF before any subcontracts are signed (see below)

If the grantee chooses to use their own templates (option 2), they must obtain LLF’s non-objection by completing the relevant form provided in Annex 7 for each type of contract (i.e., consulting, purchase of goods, and civil works (construction). LLF staff will conduct a review of the content and conformity of the grantee contract template and, depending on its outcome, provide non-objection.

Please note that procurements for standard goods and standard non-consulting services of less than EUR 200,000 (i.e., procurements eligible for Price Quotation) are not subject to the requirement to use an LLF template or non-objected form. Any other exemptions to the above are stipulated in the procurement policy (annexed to the grant agreement). LLF's standard templates for contracts for consultants, contracts for goods, and contracts for civil works will be provided to the grantee if they want to use these.

Only contract templates that will be used during the grant implementation have to be non-objected by LLF.

Procurement documentation

Please note that all procurement activities conducted under the grant must be thoroughly documented and that grantees must keep and maintain available all relevant documentation for at least seven years following the relevant five-year period (milestone period) during which the procurement occurred. Further guidance on procurement recordkeeping (including templates for the Direct Award Memo, Price Quotation record, and Limited Competitive Bidding record) is provided in the procurement policy (annex of the grant agreement and associated appendices).
3 Reporting

The grant agreement provides for reporting on semi-annual and annual grant progress and regular five-year reviews by external consultants. This allows LLF to:

- Monitor the progress of grantees in achieving milestones and performance indicators
- Report to its donors against its own reporting requirements and logical framework
- Identify and share good practices and lessons learned

In the grant agreement, the grantees and LLF have agreed upon a “budget year”, aligned with the grantees’ financial planning, for budgeting and reporting purposes. The budget years differ from one grantee to another. Please refer to your respective grant agreements for more information on what start- and end-dates of the budget year are agreed upon with LLF.

Reporting to LLF is done in the following ways:

While not a reporting element *stricto sensu*, a Funding Advance Request must be submitted yearly to request a transfer of grant funds for the upcoming budget year (see Section 3.1 and Annex 3).

3.1 Progress reports

Grantees are expected to submit two progress reports per year to LLF.

- The semi-annual Interim Report: due once a year, 30 days after the first six months of the budget year, reports on the first half of each funding year (reporting on the past 6 months)
- The Annual Report: due once a year, 60 days after the end of the budget year, reports on the entire funding year (reporting on the past 12 months)
The semi-annual Interim Report and the Annual Report use the same template provided in Annex 2 of this guide, composed of a program/narrative part (in Word format), and a financial part (in Excel format). Only specific parts of the template need to be filled in for the Interim Report (indicated in blue), while all sections must be filled in for the Annual Report. The semi-annual Interim Report can be in bullet-point format and should be quite brief (around 1,000 words) for the program/narrative reporting.

**Program part of the reporting**

In the program part of the report, grantees are asked to report on the past 6 or 12 months of grant implementation, including program development and progress, ESMS/ESAP implementation, governance and management, critical issues and developments, any major changes in relationships with governmental organizations and civil society (only for the Annual Report), communication/media coverage, and success story reporting (only for the Annual Report), and allows grantees to share any other piece of information with LLF that they deem important. The program part of the report is accompanied by three annexes to be filled in as part of the reporting. One of these annexes is a key performance indicators (KPI) monitoring table through which the grantee reports on the status of and progress made on a selection of agreed upon indicators for the program.

**Financial part of the reporting**

In the financial part of the report (presented in a separate Excel template), grantees must report on budgets and expenses (from the previous reporting period and for the next budget year), expenditures from the previous reporting period, and procurement (subcontracts above EUR 5,000 equivalent financed from grant funds and a five-year procurement plan). Further guidance is provided in the template available in Annex 2, including information on which sections need to be filled in for the semi-annual Interim Report and the Annual Report.

**Funding Advance Request**

Once a year, either along with their Annual Report or earlier, grantees need to submit a Funding Advance Request requesting the disbursement of funds for the next budget year. Grantees may use the sample format provided in Annex 3 for that purpose but may also use their own simple invoice format that specifies which legacy landscape
Grantees may choose one of the two timelines below for the submission of their Funding Advance Request to LLF:

1. Submit the Funding Advance Request along with the Annual Report (60 days after the end of the budget year): once LLF has non-objected the different elements of the report, including the proposed budget for the following year, the grantee must submit a Funding Advance Request. LLF will then transfer the requested amount within 15 days.

2. Submit the Funding Advance Request before the end of the budget year and/or the Annual Report: if the grantee prefers to request the funds before submitting the Annual Report, they should provide LLF with an estimate of spending for budget year X, actual spending for budget year X including Q3, as well as an estimated budget for budget year X+1. Grantees may request the funds at the earliest two months before the end of the budget year X, up until the submission of the Annual Report. For this purpose, grantees should use Table 1 of the financial reporting template (see Annex 2 of this guide). Once LLF has non-objected these estimates, the grantee may submit a Funding Advance Request for the agreed-upon amount (likely only part of the yearly grant funds), which will then be transferred by LLF within 15 days. Grantees should submit the estimates well in advance (at least 30 days) ahead of the desired funds transfer date. The estimates will need to be confirmed as part of the Annual Report. In case only a part of the yearly grant funds has been advanced, once the Annual Report has been non-objected by LLF, the grantee may submit a second Funding Advance Request for the remainder of the funds, which will be transferred by LLF within 15 days.
3.2 Ad hoc updates

Major developments

Examples of major developments include but are not limited to relevant changes in relationships with governmental or local authorities, significant new sources of funding, or any changes in the local or national political environment that may affect the implementation and achievement of the grant’s objectives. For the grantees’ convenience, a sample format is provided in Annex 4. The use of this template is not mandatory but should serve as guidance on the type of information that LLF will likely request.

Serious incidents

A serious incident (SI) is defined as any unplanned or uncontrolled event with a materially adverse effect on workers, community members or the environment within the LL’s defined Program Area or an event that has the potential to have material or immaterial adverse effects on the implementation of the program or gives rise to potential liabilities or reputational risks that could jeopardize the achievement of the program’s overall objectives.

Any SI occurring in the Program Area must be reported to LLF immediately after the incident occurred. LLF should also be informed about any SI that may have occurred beyond the program area if the SI could have adverse effects on the successful grant implementation or could give rise to potential liabilities or reputational risks. Given the time it may take to prepare a full SI report, grantees are requested to send an email to LLF within 48 hours as an initial notification while the complete report is being prepared. A full SI report must be submitted to LLF no later than seven workdays after the first notification. In case investigations are still ongoing after seven workdays, grantees must complete the report with the then available information. Grantees must provide regular updates until the incident is fully resolved.

Further guidance on events that qualify as an SI can be found in LLF’s ESMS. The template for SI reports is available in Annex 5 of this Guide.

3.3 Milestone report

At the end of each milestone period (five years), grantees need to submit a milestone report summarizing, for the entire milestone period: (a) the degree of achievement of grant objectives (log frame, performance indicators, ESAP), (b) lessons learned, and (c) relevant financial information. Milestone reports are due within three months after the end of each milestone period unless regulated otherwise in the respective grant agreement. They are due separately from the relevant Annual Reports or semi-annual Interim Progress Reports and do not replace them. Milestone reports are accompanied by an external program review covering the entire five-year period (see Section 4.2). LLF will provide detailed guidance on the contents and procedures linked to milestone reporting in due time.

3.4 Recordkeeping

Grantees must keep all pertinent financial, technical, and administrative records relating to the LLF grant agreement for seven years following each milestone report (every five years).

4 Program review

Legacy landscapes need to undergo an annual financial audit, as well as a milestone and final program review, consisting both of a financial and technical part to be conducted by external parties/experts.
4.1 Annual financial audit

Until further notice, financial audits will be performed annually by an external auditor per the Terms of Reference for program audits outlined in an annex to the grant agreement.

The grantee takes over the responsibility for the selection and procurement of the auditor but needs to get LLF’s non-objection of the ToR and the selected audit firm before contracting. The audits will be paid for by the grantee, but LLF must be designated as the beneficiary of the review. LLF recommends that the grantee familiarizes itself with the TORs (annexed to the grant agreement) early on and starts the procurement process in due time to avoid any delays.

4.2 Milestone and final program reviews

A program review of the legacy landscape will be carried out by external experts with each milestone report (every five years) and at completion. These program reviews consist of a financial and a technical review, which, if possible, will be carried out at the same time. They allow LLF to monitor the application of the grant funds, the implementation of the procedures, the quality of the goods, works, and services purchases, and to identify the impact and potential risks associated with the program. The information gathered through the program reviews may inform revisions of the legacy landscape concept, including, if necessary, the termination of the grant agreement.

The final program review will focus on the extent to which the planned impact, outcomes, and outputs have been achieved. It will furthermore also be used to collect lessons learned throughout the implementation of the grant.

Financial review

The financial review will be conducted per the ToR for financial audits present in an annex of the grant agreement. The financial reviews will be conducted by auditors proposed by the grantee and paid for by the grantees from the grant, but LLF will be designated as the beneficiary of the review. If the LLF and/or the match funder are satisfied that the audits of the Annual Reports by the Grantee provide adequate assurances on spending under the Grant, the financial review of the Milestone Report may be waived.

Technical review

Technical reviews will focus on achieved conservation, ESS-related impacts and risks, the accomplishment of work plans, and KPIs. The technical review will follow a protocol agreed upon by LLF and the grantees and will be conducted by external consultants, selected, and paid for by LLF and match funders (a payment schedule is specified in the grant agreement). LLF will provide detailed guidance on the contents and procedures linked to milestone reviews in due time.

4.3 On-site visits

LLF staff and donor representatives may visit legacy landscapes to learn about the sites and the grantee’s work on the ground. The intention is to review the grant’s processes and results and check the goods financed out of the grant funds, as well as any installations, sites, works, records, and documents relevant to the activities financed from the grant. These visits also offer an opportunity for LLF and grantees to discuss successes and challenges and the potential need to finetune certain aspects of the program or in case the visit occurs in the early phases of implementation, to inform and remind the grantee about LLF’s priorities and requirements.
LLF will send a written notice to the grantees at least 30 days before the planned date of the visit to inform them of their intention to visit the site. Site visits open with a start-up meeting and conclude with a wrap-up meeting as well as decision minutes of the meeting agreed upon by all participants.

5 Environmental and social safeguards

The grantee is required to diligently implement the E&S Safeguards as outlined in the ESAP derived from the ESDD study conducted as part of the full proposal.

During the grant implementation, the grantee will monitor and report on its E&S performance through:
- Regular reporting: quarterly during the first two years or until all ESAP items have been implemented, then every 6 months as part of the regular reporting cycle
- Ad hoc reporting on serious incidents (see Section 3.2 and Annex 5)

LLF’s ESMS, including all relevant templates, will soon be available on LLF’s website. LLF is developing a Grievance Redress Mechanism (GRM) that will be accessible to the public and program-affected persons and the workforce engaged in grant implementation, for any complaints and feedback about its operations. LLF’s GRM is not replacing the purpose and function of GRMs at the program level, through which site-level complaints and feedback should primarily be addressed.

6 Consortium-based grant implementation

An LLF grant can be implemented by a consortium of up to three different NGOs and/or locally based actors (consortium partners) as long as one NGO acts as the lead implementing partner.

The lead implementing partner is responsible for submitting reports and deliverables, acting as the intermediary for all contacts with LLF, ensuring adherence to all contractual obligations, and for the effective coordination of the other consortium members’ respective contributions to the program. The other consortium members (non-lead implementing partner) must contribute to the grant implementation, in accordance with the roles defined in the full proposal and the respective grant agreement, and must contribute to the grant administration (e.g., technical reporting, financial reporting, etc.) in such a way that the lead implementing partner can comply to all reporting requirements vis-à-vis LLF.

Grantees should refer to their respective internal consortium agreement and LLF grant agreement for further guidance on the roles and responsibilities of each of the consortium members.

7 Developing a business plan

In sustaining grants, LLF and its grantees will work together to develop a business plan — or improve an existing one — to close remaining funding gaps for the legacy landscape and address its long-term strategy to fund required operational costs (a) beyond the USD 1 million per year and (b) beyond the period covered by the grant. Perpetual grantees are also expected to work on sustainable business planning to address their long-term funding strategy and assure funding streams over and above LLF’s perpetual funds. Further guidance will soon be provided to the grantees, including the timeline for the development or the improvement of the business plan, as well as the respective roles and responsibilities of each party.

8 Communications

Communication is an essential part of LLF programs. Grantees are asked to communicate about their programs and put LLF in a position to communicate about them.
8.1 Use of LLF’s Logo

Grantees should acknowledge LLF’s support by adding the logo of LLF to publications, reports, banners, press materials, social media posts, website publications, and other products related to the legacy landscape or that the grants help produce. If appropriate, grantees may be asked to erect legible signage and banners displaying LLF’s logo and full name in the legacy landscape. For all printed and online material, the logos and names of all program funders should appear. Before the use of the LLF name or logo, approval needs to be sought from LLF. If approval for a certain type of communication product has been given already, no further approvals are needed for future communication products of the same type. However, grantees will need to obtain new consent if they would like to use the LLF name or logo for any other new purpose.

8.2 Success stories

Once a year, as part of the annual report, grantees need to report on at least one success story and share photos of the legacy landscape. Grantees should make sure to always provide a description of what appears in the photographs and should strive to provide LLF with the highest quality resolution images available. Grantees should ensure that LLF is given user rights for these success story photos.

8.3 Major events or publications

If you plan any major event (e.g., a launch of the program or a side event at relevant international conferences) or if there is any major announcement of a program achievement (e.g., declaration of a new protected area), please provide early heads-up to ensure that LLF can inform its funders (including the relevant embassies, donor offices, etc.) and to scope potential participation or contribution from LLF.

8.4 Social media

It would be appreciated if grantees would please inform LLF early in the grant implementation phase on whether they consent to LLF sharing and cross-sharing (across platforms e.g., reposting on Twitter or our website a post originally posted on Facebook) their social media posts. It would also be appreciated if grantees used communication opportunities to highlight the support of LLF and its funders. For example, grantees might want to directly refer to Germany and France as funders of LLF, or tag them on social media (e.g., on Twitter @LL_Fund @BMZ_Bund @AFD_en @KfW).

9 Feedback

LLF is open to constructive dialogue about its grant program and procedures and welcomes grantees’ feedback. Feedback can be provided as part of the progress reports or directly by email. LLF is developing a Grievance Redress Mechanism, that will be accessible to the public and program-affected persons and the workforce engaged in program implementation, for any complaints and feedback.
### Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget year</strong></td>
<td>A budget year is agreed upon by the grantees and LLF in the grant agreement for budgeting and reporting purposes. This budget year may be aligned with the grantee’s financial year, so they differ from one grantee to another. Please refer to your respective grant agreements for more information on what dates are applicable for your legacy landscape.</td>
</tr>
<tr>
<td><strong>Buffer zone (as part of the LLF Program Area)</strong></td>
<td>In the context of a legacy landscape, the buffer zone refers to the area beyond the protected areas (IUCN I/II or other protection statuses) that are 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 LLF Program Area (see Figure 1).</td>
</tr>
<tr>
<td><strong>Contingency line</strong></td>
<td>The amount in the budget includes a contingency line that serves as a reserve for unforeseen expenses and/or fluctuations in exchange rates, to allow for adjustments to the budget during the term of the agreement.</td>
</tr>
<tr>
<td><strong>Declaration of Undertaking</strong></td>
<td>Declaration which underscores the importance of a free, fair, and competitive contracting procedure that precludes abusive practices (a DoU template is available in the grant agreement annexes).</td>
</tr>
<tr>
<td><strong>Exclusion list</strong></td>
<td>LLF will not finance any programs or activities that involve elements listed here. The exclusion list is a component of LLF’s ESMS.</td>
</tr>
<tr>
<td><strong>External subcontractor</strong></td>
<td>A third party who is contracted by the grantee or a subgrantee to take over certain tasks within the program following a procurement procedure but who was not identified and approved by LLF as a pre-approved subcontractor in the program proposal.</td>
</tr>
<tr>
<td><strong>Grant</strong></td>
<td>A financial award given by LLF (including match funder) to the grantee to support the legacy landscape with USD 1 million per year over the grant period. Sustaining grants finance the LLF program with a USD 15 million grant in tranches over 15 years while perpetual grants draw on a USD 30 million earmarked reserve in LLF’s capital to support the LLF “in perpetuity”.</td>
</tr>
<tr>
<td><strong>Grantee</strong></td>
<td>An NGO receiving a grant from LLF, based on a detailed full proposal, and thus, becoming the implementing partner.</td>
</tr>
<tr>
<td><strong>Grant agreement</strong></td>
<td>A written agreement between LLF and its grantees stipulating the rights and obligations of the partners, as well as relevant cooperation mechanisms and timelines. The full proposal is part of the grant agreement.</td>
</tr>
<tr>
<td><strong>Grievance redress mechanism</strong></td>
<td>A set of arrangements that enable local communities, employees, and other affected stakeholders to raise grievances and seek redress when they perceive negative impact arising from institutional or organizational activities.</td>
</tr>
<tr>
<td><strong>Legacy Landscape Program Area</strong></td>
<td>In any LLF grant, 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 (see Figure 1). Note that the Program Area looks different from one legacy landscape to another.</td>
</tr>
<tr>
<td><strong>Mixed funds</strong></td>
<td>Funds from LLF and any other source.</td>
</tr>
<tr>
<td><strong>No-objection</strong></td>
<td>Written notice by LLF concerning a grantee’s documents and decisions in the preparation and execution of a procedure (e.g., procurement).</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Other Intervention Area</td>
<td>In appropriate cases, a portion of an LLF grant may be used to address significant pressures/threats to the LL from an area outside the Buffer Zone (see figure 1).</td>
</tr>
<tr>
<td>Pre-approved subcontractor</td>
<td>A third party approved by LLF within the full proposal and listed in the grant agreement, (i) whose tasks within the program and responsibilities are clearly defined, (ii) whose costs are outlined in detail and assessed as economically viable as part of the program proposal, and (iii) with whom the grantee or a subgrantee enters into a contract to perform the defined task.</td>
</tr>
<tr>
<td>Program</td>
<td>The activities in the LLF Program Area and eligible overhead costs financed by an LLF grant (including partner match). The program is designed to foster the long-term conservation of the LL and the sustainability of human activities in the LLF Program Area.</td>
</tr>
<tr>
<td>Sanctions list</td>
<td>A list of specially designated persons, groups, or entities which are subject to Sanctions, as issued by any Sanctioning Body (UN, EU, etc.) (e.g., relevant when procuring goods and/or services) (see Section 1.1 of this guide for the list).</td>
</tr>
<tr>
<td>Subcontract</td>
<td>A contract between the grantee and a service provider or vendor (e.g., a consultant, car dealer/equipment seller, etc.). While for the grantee, this may simply be termed ‘contract’ or ‘sales contract’, from LLF’s perspective, it is a ‘subcontract’, as the main contracting party for LLF is the grantee.</td>
</tr>
<tr>
<td>Subgrantee</td>
<td>A third party identified by the grantee in the program proposal whose role and responsibilities are clearly defined in the program proposal, and whose respective costs are outlined in detail in the program proposal and overall budget. Subgrantees must comply with all regulations of the grant agreement and are subject to audits and monitoring and evaluations.</td>
</tr>
<tr>
<td>Terms of Reference</td>
<td>A description of the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the grantee and the contractor, and expected results and deliverables of a consulting services contract.</td>
</tr>
<tr>
<td>Work plan</td>
<td>The work plan (in the form of a Gantt chart, for instance) covers the entire or part of the term of the grant, dividing workstreams into quarterly actions and deliverables, for example. It is updated as part of the Annual Report.</td>
</tr>
</tbody>
</table>

**Figure 1 – Legacy Landscape Program Area**

![Map of Legacy Landscape Program Area](image_url)
Annexes

Annex 1 — Environmental and Social Management System (ESMS)


Annex 3 — Funding Advance Request sample format

Annex 4 — Ad hoc report sample format

Annex 5 — Serious incident report template

Annex 6 — Milestone Report template

To be developed

Annex 7 — Subcontract non-objection forms

To be developed

Annex 8 — Cost eligibility and budget allocation guidance