2022 Grant Program Guide

Introduction

Legacy Landscapes Fund (LLF) is a grant-making institution focused on the world's most important protected areas and their buffer zones, which we call Legacy Landscapes or LLs. See the definition below (Section I). LLF's ambition is to support at least 30 Legacy Landscapes with long-term funding of $ 1 million per year, and LLF aims to meet that target by 2030.

This Guide is designed to inform potential grantees and potential donors about LLF's general criteria for evaluating potential Legacy Landscapes and grantees, as well as the kinds of programs LLF supports and its procedures for awarding grants. LLF is a foundation designed to have a permanent life and will develop with changing circumstances, including available funding. This guide should therefore be seen as a living document – it can and will evolve along with LLF.

LLF believes that its strength will be its ability to source significant long-term grant funding for Legacy Landscapes by blending public and private donor funds. Grant funding in the amount of $ 1 million per year will be in the form of either (i) a "permanent" grant assured at the outset (referred to as a "Perpetual Grant"), or (ii) an initial long-term grant of 15 years (referred to as a "Sustaining Grant") that is intended to be complemented by further long-term funding sources for the post-grant period that are developed during the grant term.

As LLF develops its funding base, details of available funding for new LLs will be published in individual calls for proposals which will be announced on the LLF website and through its network. From 2022 onwards, after the initial pilot phase of its activities, LLF does not accept proposals for grants outside of the aegis of its call for proposals process.

This Grant Program Guide provides information on LLF's program broken down into five sections:

I. What are Legacy Landscapes and where do LLF grantees work?
II. Who are eligible grantees and how do they work?
III. What means will be available to grantees and how will they be sourced?
IV. How will calls for proposals be structured, and grants awarded?
V. Grant Reporting and Monitoring

At the end of the guide you will find reference to other available information and how questions can be addressed **(Section VI)**, as well as a glossary of the defined terms used.

I. What are Legacy Landscapes (Minimum Eligibility Criteria) and Where do Grantees Work?

LLF defines a "**Legacy Landscape**" or "**LL**" as a terrestrial landscape covering a contiguous area of at least 200,000 hectares (2000 km²) that is ecologically largely intact and of global significance[1] and meets the following two additional conditions:

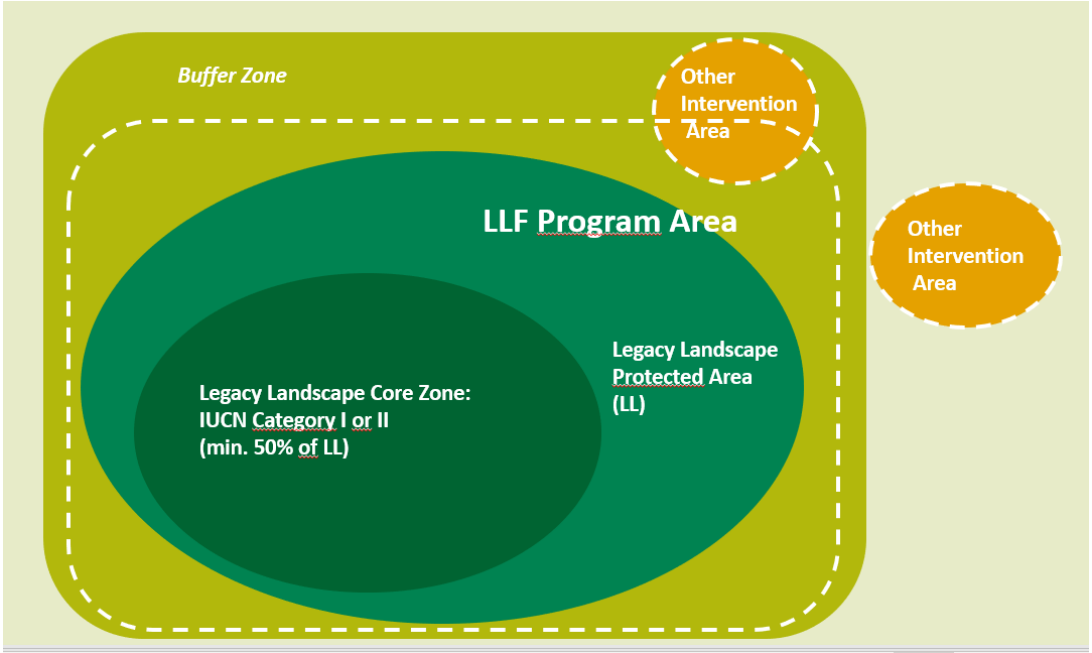
- at least 50% of the landscape's territory must be classified as IUCN Category I / II (or equivalent) protected area(s) and be managed by or under authority delegated by a national or regional government, and
- the remaining area of the landscape (if any) must have some other recognized and legally secured protection status (e.g. another IUCN category, a community-managed conservation area, etc.).

The Legacy Landscape will typically be surrounded or adjoined by a neighboring "**Buffer Zone"** where either by regulation or management practice it is recognized that economic activities should be limited to those that are consistent with the conservation values of the LL.

Section II below provides the details on program activities eligible to be pursued by LLF's grantees with LLF (including partner match) funding. They will typically be directed mainly to management, conservation and related activities in the LL and its Buffer Zone or a portion thereof. 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 (an **Other Intervention Area)**.

The diagram below shows the typical relationship between the LL, the Buffer Zone and any Other Intervention Area - collectively referred to as the **LLF Program Area**. The example in the diagram shows only a part of the Buffer Zone as included in the LLF Program Area—the entire Buffer Zone is eligible and exact coverage of the LLF Program Area will vary with each LL.

Figure 1



Legend: "- - -" Indicates LLF Program Area

LLF requires that, at the time the initial LLF Grant is made, the LLs be located in countries eligible for Official Development Assistance (ODA).

[1] When assessing the global significance/ecological value of a landscape we expect to refer *inter alia* to the Senckenberg tool. https://ll-evaluation-support-tool.shinyapps.io/legacy_landscapes_dst/

II. Who are Eligible Grantees and How do they Work?

LLF grantees will be Non-Governmental Organizations (NGOs) or locally based actors (ICCAs, etc.) with proven credentials in the following areas:

- Track record of impactful conservation work at scale
  - Experience in implementing large grants including financial and administrative systems sufficient to manages such grants
- A legal base to work in the country and region of the LL (MoU or other) and a proven track record of conservation work in the region of the proposed LL
- Familiarity and established trustful relations with:
  - relevant government agencies (national and local) in which the LL is located, and
  - local communities, grassroots organizations and or local stakeholder groups in the area in which the LL is located
- Adherence to human rights, social and environmental standards as laid down in the World Bank and UN standards (and as shall be further developed in an Environmental and Social Management System describing the environmental and social requirements and standards for LLF's overall grants program and its implementation (the "**Program ESMS**").
- The ability to bring the required private match funding to the proposed grant program

Consortia of NGOs (or of an NGO and a locally based actor) will be considered provided that the consortium arrangement (i) demonstrably adds value compared to a sub-grant arrangement (as described below),[2] (ii) includes no more than three consortium members and (iii) is organized so that a single lead grantee would receive and distribute the funds to the other consortium members.[3] OECMs working in the LLF Program Area could also be part of a consortium or a sub-grantee.

In LLF grants, LLF (including partner match) funds are used exclusively to finance activities in the LLF Program Area[4] and eligible project overheads, and such activities (including overheads) are referred to as the **Support Program**. The Support Program will be designed to foster the long-term conservation of the LL and, either directly or indirectly through related activities of the grantee or other actors, the sustainability of human activities in the LLF Program Area. Depending on the specific management arrangements within the LL, the grantee's activities will include management, co-management or core support for management of the LL. Program activity in an Other Intervention Area will be eligible only to address significant pressures/threats to the LL and where the basic management of the LL itself is assured.

The Support Program will typically represent only a part of conservation and sustainable/community development work being undertaken in the LLF Program Area, and in some cases only a part of the activity undertaken there by the grantee. If co-benefits for the local population (e.g. through sustainable natural resource management, community development, income generation or sustainable economic-type activities) are not being addressed in the LLF Program Area in other ways, the Support Program should also address those issues. As part of its proposal, the grantee will be required to demonstrate that co-benefits are being addressed either as part of the Support Program or separately by other actors or the grantee itself outside the Support Program.

Depending on the different local actors (PA management authorities, local NGOs, communities, indigenous peoples or other local actors) using land within the LLF Program Area, the grantee will be

[2] As noted below, locally based actors will often be associated with the grant through a sub-grant rather than directly as formal members of a consortium.

[3] LLF is designed as a small, lean organization and to assure efficiency of grant disbursement and management will not be able to deal with larger consortia.

[4] See the diagram in Section 1. Includes the LL, the Buffer Zone and, in appropriate cases, the Other Intervention Area.

expected to form partnerships with or enter into sub-grant arrangements with such actors in relation to planned activities. Details of the planned activities in the LLF Program Area will be described in the proposal that forms the basis of the Grant (see Section IV).

Grants will be awarded on the basis of a Grant Agreement (and potentially a Matching Agreement with a financing partner—see below), the template(s) for which can be found at the LLF website. Parallel Matching Agreements with funding partners will be with the same grantee.[5] The selection of proposals/sites for grants will be based on calls for proposals as described in Section IV below.

III. What Means will be Available to Grantees and How will they be Sourced?

LLF seeks to attract public (e.g. governmental) and private (e.g. philanthropic or corporate private) donors to support LLs with long-term core funding. The premise is that both types of donors will be attracted by the "leverage" offered by the other. LLF has been started with mainly government funds but plans also to seek private donors to provide direct support to its capital. Until such time as it has accessed private funds to meaningfully leverage its government funds, LLF will view its calls for proposals as an opportunity for potential grantees to interest private donors with which they work in contributing to an LLF grant for their proposed program.[6]

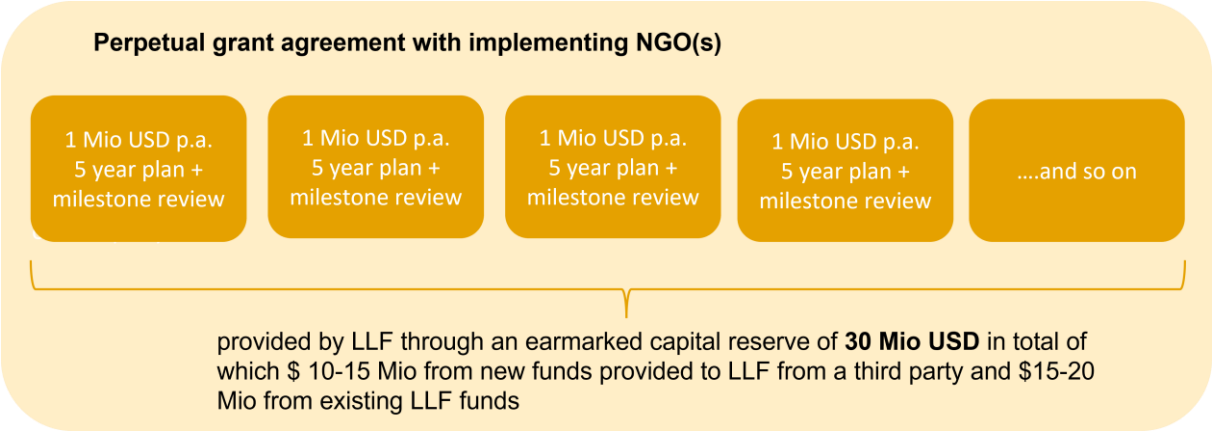
LLF issues two kinds of grants with different requirements: a "Perpetual Grant" and a "Sustaining Grant" (see the definitions below). Both offer a $1 million[7] annual grant designed to support the relevant LLF Program Area sustainably. At least in the initial stages of LLF's work, grants will be financed in cooperation with a private funding partner (or funds) as described below.

As a fixed amount, the $1 million figure is by definition not a needs-based figure, and LLF recognizes that $1 million will typically cover only a portion of the costs of management, conservation and sustainability efforts in the relevant LLF Program Area that are important for the LL's conservation.[8] Needs beyond the LLF contribution will have to be met in other ways, and the grantee will need to discuss how they are being (or are proposed to be) met in its proposal (Section IV). LLF's program premise is that $1 million is a sum high enough to have a significant securing impact on the LL and LLF Program Area and to attract interest from co-donors. By fixing the available support at $1 million, LLF avoids the difficult judgements that would be required and pressures it would face were it to distinguish between sites on the basis of need.

Perpetual Grants. LLF's **Perpetual Grant** program supports the LL with a $ 1 million per year grant that draws on a $30 million earmarked reserve in LLF's capital that should be sufficient to support the grant for 50+ years and potentially, depending on earnings from LLF's investment program, inflation, etc., permanently into the future.[9] In effect, the financial support of a Perpetual Grant is without a time limit provided that the contractual conditions continue to be met. It thus contributes substantially to safeguarding LLs and the biodiversity they harbour "forever". The funding for the grant derives from a mixture of LLF and partner funding typically sourced by the proposing grantee.

[5] In appropriate cases the LLF and partner funder grantees may also be affiliated entities.
[6] LLF will consider proposals where up to three private funders provide the co-funding-- see Section IV.
[7] The grant agreement will provide that at LLF's discretion the $ 1 million figure may be re-evaluated periodically to reflect inflation, local currency devaluations and other relevant factors.
[8] LL's that require less than $1 million annually on a sustained basis are not eligible for LLF's program. For administrative cost reasons, LLF is designed to focus on larger projects.
[9] Though Perpetual Grants are characterized as "perpetual" and are planned to last 50 years or longer, as with the Sustaining Grants they will be reassessed on the basis of "milestones" every five years.

Figure 2



For its Perpetual Grants, LLF requires a minimum co-financing of $10 million and a maximum of $15 million, so that the LLF funding partner provides at least 1/3 of and a maximum of one-half of the grant total.[10] Co-financing commitments at the higher end of the permitted range will be considered favourably in evaluating grant applications. For Perpetual Grants, co-financing must be provided directly to LLF in the form of an up-front contribution of the agreed co-financing sum.

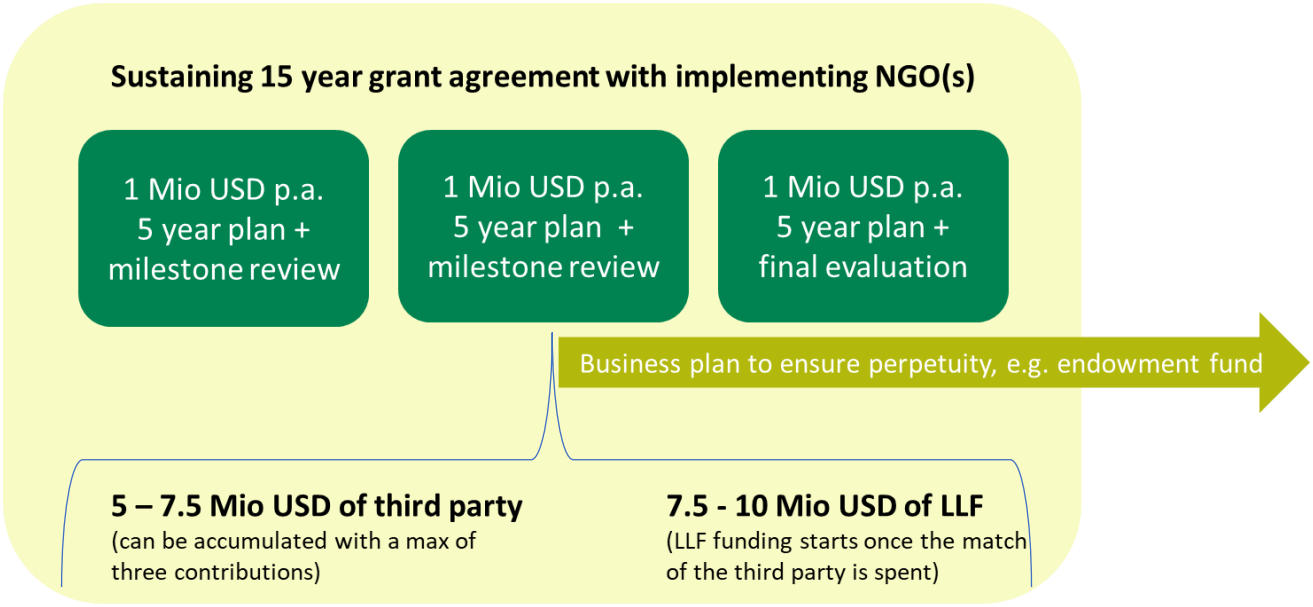
2. Sustaining Grants. LLF's **Sustaining Grant** program supports the LL with a $15 million grant in tranches of $1 million per year over 15 years. The funding for the grant derives from mixing available LLF funding with partner funding that is sourced by the proposing grantee. For its Sustaining Grants, LLF requires a minimum co-financing of $5 million and a maximum of $7.5 million, so that—as with the Perpetual Grants – the LLF funding partner provides at least one-third of and a maximum of one-half[11] of the grant total. As for Perpetual Grants, co-financing commitments at the higher end of the permitted co-financing range are considered favourably.

During its "pilot phase", LLF agreed with the funding partners for its initial Sustaining Grants that they could transfer their $1 million annual contributions during the grant's first 5-year period directly to the grantee NGO (rather than through LLF). While LLF will continue to consider proposals made on this "pilot phase" basis, co-financing from the funding partner that is provided directly to LLF in the form of either an up-front lump sum of $5 million or a $ 1 million annual contribution during the first five years[12] has two advantages. It reduces administrative complexity for both LLF and the grantees (one grant instead of two) and will support LLF's efforts to extend its support beyond the 15-year grant term. Accordingly, proposals that direct the co-funder's contribution through LLF will have a clear competitive advantage.

In Sustaining Grants, a fundamental principle will be the development of a funding business plan for the LL beyond 15 years. It will be LLF's ambition to develop its own funding base so that, as part of that plan, LLF can support a significant portion of costs of maintaining $1 million in core funding for the LL permanently into the future.

[10] LLF funds the reserve with the balance so that it constitutes $30 million. The LLF share is thus between $15 and $20 million, depending on the contribution of the private funder(s).
[11] It is intended that public sector funding will always constitute at least 50% of the funding for an LLF grant.
[12] Or in either case, if applicable, a sum in line with any higher co-funding ratio that has been agreed.

Figure 3



For both Sustaining and Perpetual grants, the LLF supervisory board can agree to revise the minimum 1:2 private/public co-funding ratio either for specific calls or at a further stage of LLF's portfolio development.

IV. How will Calls for Proposals be Structured and Grants Awarded?

LLF awards future grants in a four-step process.

Step 1. Call for Proposals and Concept Notes. First, LLF issues a call for proposals specifying any particulars of the call, including any particulars as to the kind of LL's the call is intended to attract, e.g. geographic location, whether proposals for Perpetual or Sustaining Grants are solicited (or both), how much funding is available and how many proposals are likely to be considered for further development, and the like.

In response to the call, potential grantees will be asked to submit a concept note using the concept note template (available at www.legacylandscapes.org/resources) by a specified deadline (typically about 10-12 weeks after issuance of the call).

Proposed LLs will be evaluated to ensure that they meet the definition specified in Section I. Potential grantees will also be evaluated to ensure that they have the experience, operational and financial strength and other qualifications to implement the grant (Section II). Proposed sites and proposing grantees that meet the minimum criteria will be further evaluated to LLF's internal procedures.[13] In selecting proposals to pursue, criteria that will be evaluated by LLF will include the following:

- the importance of the proposed LL in terms of biodiversity value/quality of proposed area

[13] Currently consisting of a review by its grants committee and submission of a recommendation to the LLF Supervisory Board

- LLF's evaluation of the overall quality and the likely impact of the proposed measures and logframe of the concept (both as to conservation/biodiversity and as to co-benefits) in light of the threats and opportunities
- the financial sustainability, budgeting plausibility and the larger context of financial support to the proposed LL
- the implementing experience and local knowledge and experience of the grantee and the quality of any implementing consortium
- the political framework in which the site is situated, including the strength of the relationship of the grantee with the LL and the government
- risks associated with the LL or program area or the program, including social and human rights implications

As noted above, the amount of available co-financing/match funding and the willingness of the funding partner to contribute through LLF will also be considered.

After the finalization of evaluations and the decision-making process within LLF, LLF will notify all proponents of the status of their concept note. Successful proponents at this stage will be asked to pursue the next steps (see below). Unsuccessful proponents will generally be told that their concept note will not be pursued. However, a small number of concept notes may be put on a "waiting list" of concepts that can be considered if one of the concepts that was successful at Step 1 is no longer being pursued.

It is important to note that the concept note must be accompanied by a letter of intent from one or more (maximum three) private sponsors of the project committing to at least the minimum private sponsor contribution level for a Sustaining Grant or a Perpetual Grant, as appropriate. The form for this letter will be available with the Concept Note template.

LLF will endeavor to complete its evaluation and notify proponents of its decision within 75 days after the deadline for submission.

Step 2. ESDD. An Environmental and Social Due Diligence (ESDD) process will be launched promptly after acceptance of the concept note and be completed within three to four months. The ESDD will be carried out by an independent consultancy paid for and supervised by LLF. This process involves strong cooperation with the proponent. ESDD will include the development of an Environmental and Social Action Plan (ESAP) which is a prerequisite to and LLF funding decision. The results of the ESDD and ESAP processes may be shared as practice examples and will be reflected in developing and maintaining LLF's own overall Program Environmental and Social Management System.

It is important to note that a government support letter for the proposed LLF site must be provided in the Step 2 period. A template for the main components of this letter will be provided by LLF.

Step 3. Development of Full Proposal. At or near the completion of the ESDD on the concept note, potential grantees will be asked to begin working on a full proposal by a specified deadline (typically no more than five months after completion of the ESDD), using the proposal template that will be available on LLF's website. Proposals are developed in an interactive process with LLF. LLF will offer a separate small grant to support a portion of the costs of the proposed grantee in preparing a full proposal.

The likelihood of the proponent's achieving a successful proposal can be re-evaluated at any time during Step 2 or Step 3 of the process. If concerns arise—whether as to environmental or social risks

or the overall viability or impact of the project-- LLF will discuss them with the proponent. If LLF determines in its discretion that it is unlikely that a viable proposal will be achieved, it may stop the process and seek to activate one of the concept notes on the waiting list. The proposal grant of up to $25,000 will not have to be paid back to LLF if the proposal is not ultimately pursued.

Full proposals will contain a logical framework, including a budget (cost plan) that clarifies LLF's contribution vis-a-vis total budget, and explicit, measurable program milestones and key performance indicators typically set for five year time horizons and then renewed and updated at the end of each five year cycle.

Step 4. Grant Contract. Following completion and acceptance of the Full Proposal by LLF, LLF and the grantee will enter into a Grant Agreement. Depending on how the co-financing is provided, the LLF and the Co-Funder may also enter into a matching agreement and parallel grant arrangements. Templates for a matching agreement and the LLF grant agreement and required terms for parallel arrangements will be set forth on the LLF website. The agreement includes customary provisions allowing for termination by both parties in certain events, including failure by the grantee to achieve the milestones and indicators.[14]

VI. Grant Reporting and Monitoring

LLF's grant agreement provides for annual and interim reporting on grant progress and regular five year reviews of milestones and indicators by external consultants. Reporting will be designed both to enable LLF to monitor the progress of the grantee in achieving the agreed milestones and performance indicators and to enable LLF to report to its donors against its own reporting requirements and logical framework. Milestones and indicators will generally be reset as part of the regular five year grant reviews. LLF will also use reporting to assess and share good protected areas management practices, conservation / biodiversity outcomes and examples of effective community engagement and co-benefit. Reporting and monitoring templates are in the process of being developed and will be shared on the LLF website as part of LLF's Grant Implementation Guide to be published in 2022.

VI Further Resources and Questions.

Questions on LLF's program may be directed to: proposals@legacylandscapes.org

LLF will endeavor to answer questions promptly and to make the answers available publicly in a convenient form, including future updates of this guide. This guide should be read in conjunction with our form of Grant Agreement, our form of Matching Agreement and our concept note template which can be found here [link]. As noted above, a separate Grant Implementation Guide will be developed and published in 2022, as will the Program ESMS.

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[14] As is any contractual relationship, termination rights are generally viewed as last resorts if the parties cannot agree on the way forward.

Guide to Defined Terms (Glossary):

LLF Program Area	*In any LLF grant, the territory represented by the Legacy Landscape, the affected portion of the Buffer Zone and any Other Intervention Area. See Section 1 and the Diagram therein.*
Legacy Landscape (LL)	*See Section I and the Diagram therein.*
Buffer Zone	
Other Intervention Area	
Support Program	The activities financed by an LLF grant (including partner match). Other than project overheads, grant funds are used exclusively to finance activities in the LLF Program Area. *See Section 1*
Program ESMS	*See Section II*
Perpetual Grant	*See Section III*
Sustaining Grant	*See Section III*