Strategic Direction and Effectiveness

Strategy and Prioritization

Saint Lucia National Conservation Fund
Presented on 27.10.19
RedLAC pre-conference workshop
Overview

• Formulation of SLUNCF’s Strategic and Sustainable Financing Plans

• Challenges faced in the implementation of these plans

• Steps taken to mitigate these challenges
1. Strategic Plan & Sustainable Financing Plan

- Plans prepared by Consultants
- Full participation of Board and Secretariat
- Consultants had previously developed the SLUNCF’s Operational Plan
2. Support

- Establishment of a Planning Working Group (a few board members and CEO)
- Working Group charged with assisting consultants in survey of like minded institutions to identify priorities and transformative actions
- Working Group also aided consultants with structure and content of plans
- Constant communication between the consultants and working group
3. Zero-draft Consultation

• Reviewed and discussed at 2-day consultation with entire SLUNCF Board

• Consultation included National Agencies, Non-Government Organizations and Community Based Organizations involved in conservation in Saint Lucia
4. Draft of Plans

• Draft discussed by Consultants with Planning Working Group first

• Draft then discussed with SLUNCF’s Board of Directors

• Review and Comments solicited from some agencies present at zero-draft consultations
5. Strat Plan + Ops Plan + Grant Making Framework

- Strat and Ops Plan were used to develop the Grant Making Manual
- Strategic Plan used to develop Annual Work Plan and Budgets
- Quarterly and Annual Reports are prepared by CEO and Strat Plan targets are monitored annually and report presented
6. Niche Roles of SLUNCF

- Fundraiser
- Grant Maker
- Capacity Builder
- Coordinator

- The Board monitors the work of the Secretariat to ensure compliance and focus
7. Monitor

• Board monitors the goals embedded in the Strategic Plans
• Goals operationalized through the annual work plan
• Board meets quarterly
• CEO reports on status of implementation of the AWP and provides updated finance reports to the Board
8. TAC & EC

• A Technical Advisory Committee (TAC) supports CEO in implementation of its Grant Making activities

• All concept notes and proposals are reviewed and scored by TAC

• Recommendations then made to Board for approval

• Executive Committee (EC) works with CEO on financial and governance matters including approval of payments beyond certain thresholds
9. Chairman & CEO

- Weekly updates and exchanges
- Discussion on operational matters and tactical engagement of policy makers and influencers
- Matters brought before the Board
10. Make-up of SLUNCF Board

• Highly skilled practitioners
• Excellent working relationship with CEO and Staff
• CEO, through experience and Board relations has access to diverse technical expertise in public and private sectors
• Board does NOT get involved in operational affairs unless invited to advise
11. CEO – AWP – Budget

• SLUNCF Board leaves day to day decision making to CEO
• CEO guided by Board approved Annual Work Plan and Annual Budget
• Board may create ad-hoc committee to support CEO when called to
• Monitoring occurs through reports and meetings
12. Standard Operating Procedures

• In addition to the Operational Manual, there exists a compendium of Standard Operating Procedures (SoP)

• SoP’s also guide CEO on expected conduct of operations
13. Sustainable Financing - Crucial

- Chairman and CEO work closely on sustainable financing ideas
- Board Members are co-opted when needed
14. TAC & Grant Making

- Technical Advisory Committee is very involved in grant making matters
- They are guided by Grant Making Framework
15. Lessons Learned - SLUNCF

a) Delegation is important and the CEO should be given decision making powers for day to day operational matters

b) Appropriate Standing and Ad-Hoc Committees with clear terms of reference should be established to work with the CEO

c) The governance, operations and financing of a Fund must be guided by well articulated operational guidelines & Standard Operating Procedures

d) The board needs to approve an Annual Work Plan & Budget that is consistent with the strategic plans and the progress of implementation of the work plan needs to be reported on regularly

e) Financial Rules and Procedures help Alignment of Spending in accordance with Annual Budget

f) Clear ToR’s for Board Members so they understand their responsibilities

g) Mutual Respect and Recognition between Board and Management
Thank you

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