



THE SLUNCF GRANT MAKING PROCESS: GUIDANCE DOCUMENT

This Guidance Document is intended to provide information to potential grantees on how to apply for grants. It is to be noted that as living documents, this Guidance Document and the full Grant-Making Framework may be adapted as the SLUNCF matures and gathers information and feedback through its monitoring, evaluation, and learning process.



TABLE OF CONTENTS

Background	1
Eligible Applicants	1
Project and Grant Types the SLUNCF will support	2
In-Kind Contributions	3
Non-Eligible Projects	3
Sustainable Development Goals	3
Grant Making Strategy	5
Criteria for Scoring Grants	5
The SLUNCF TAC	5
Proposal Solicitation and Outreach	5
Reviews of Proposals	6
SLUNCF and Grantee Implementation	6
Grant Application Process	8
Step 1: Proposal Solicitation and Outreach	8
Step 2: Concept Note Review and Approval	9
Step 3: Full Proposals Review and Awarding Grants	9
Step 4: SLUNCF and Grantee Implementation	10
Step 5: Grant Close Out	11
Step 6: Monitoring, Evaluation and Learning	11
a. Grantee Reporting and Monitoring	11
Templates	13
Sample Call for Proposals	14
Concept Note Outline	15
Full Proposal Template	19
Evaluations Scoring Sheet for Concept Note	28
Composite Evaluation Scoring Sheet for Concept Note	31
First Prioritised List of Approved Concept Notes	33
Evaluation Sheet for Project Proposals	34
Reporting Format	37
Figure 1: Grant Application Process	8
Figure 2: SLUNCF and Grant Implementation	12

ACRONYMS

CBOs	Community Based Organisations
CN	Concept Note
MEL	Monitoring, Evaluation and Learning
NGOs	Non-Governmental Organisations
PAs.	Protected Areas
RCN	Request for Concept Note
RFP	Request for Proposal
SDGs	Sustainable Development Goals
SLUNCF	Saint Lucia National Conservation Fund
TAC	Technical Advisory Committee



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Background

Incorporated in 2016, the Saint Lucia National Conservation Fund (SLUNCF) is dedicated to the conservation, restoration, and effective management of Saint Lucia's biodiversity and natural resources. SLUNCF will direct its efforts strategically to achieve a unifying vision and mission:

Vision: *Saint Lucia's biodiversity, natural resources, and human and ecological communities are resilient and healthy.*

Mission: *Secure and provide sustainable financing to support conservation, restoration, and effective management of Saint Lucia's biodiversity and natural resources.*

The SLUNCF provides sustainable financing for conservation and sustainable development projects in Saint Lucia, with a focus on projects that directly support government-endorsed plans and policies for environment and conservation.

The purpose and objectives of the SLUNCF are to support:

- i. the management and expansion of Saint Lucia's areas of land and/or sea;
- ii. other activities that contribute substantially to the conservation, protection and maintenance of biodiversity as identified after consultation with stakeholders; and
- iii. the creation of sustainable livelihoods from Saint Lucia's biological diversity and natural resources.

Eligible Applicants

Applications for funding from the SLUNCF may be received from the following entities:

- a) **Public sector agencies** responsible for natural resource and biodiversity conservation.
- b) **Local universities or colleges** conducting activities relevant to the vision, mission, goals, and strategies of the SLUNCF.
- c) **Local or regional (Caribbean) NGOs** established, legally-registered and existing in Saint Lucia for no less than 5 years and with an established track record and co-financing (in-kind or cash) of 1:1.

- d) **Private corporations or other companies** from relevant industries involved in marine/terrestrial ecosystem and biodiversity clean-up, protection, conservation, and/or monitoring. Private corporations must be established in Saint Lucia for at least one (1) year
- e) **Local community associations/community bodies** with direct impact on marine and/or terrestrial biodiversity and ecosystem resources (e.g., fisherfolk associations, youth groups, church groups).
- f) **Other appropriate local entities** of Saint Lucia working toward the vision, mission, and goals of the SLUNCF.

Projects and Grant Types the SLUNCF will Support

The SLUNCF will support single grants lasting no more than two years, ranging from \$5,000 - \$50,000 USD, and may adjust this range as is needed. Depending on project outcomes, grantees may be able to apply for and receive more funding following the completion of the first grant. The SLUNCF may consider funding grantee activities including:

- i. **Natural resource and biodiversity management activities** such as:
 - a. Recurrent management of natural resources and biodiversity conservation programs (excluding operations and administrative costs and staff salaries)
 - b. trainings on climate change adaptation for marine and terrestrial ecosystems
 - c. implementation of restoration activities
 - d. development of management plans and strategies
 - e. sustainable land management
- ii. **Climate change adaptation and disaster risk reduction activities** such as:
 - a. Activities that enhance the resilience of communities and their capacity to adapt to climate change and to mitigate disasters
 - b. strengthen key sectors such as agriculture, coastal zone management, water, etc. to adapt to climate change
 - c. small scale renewable energy projects aimed at mitigating climate change
- iii. **Livelihoods:** Projects focused on engaging communities in developing and implementing sustainable and alternative livelihood projects, such as:
 - a. ecotourism enterprises,
 - b. creation of biodiversity conserving products and practices
 - c. non-timber forest product-based livelihoods
- iv. **Education and awareness:** Activities that promote building community awareness about biodiversity and conservation (e.g., climate change awareness, natural resource and biodiversity regulations)
- v. **Technical support/capacity building:** Institutional strengthening and capacity-building on specific topics (e.g., climate change adaptation, alternative livelihoods), including travel costs to capacity building and training programs for government staff
- vi. **Research:** Grant programs designed to support conservation-oriented research (e.g., collection of baseline data on pollution and water quality, monitoring of restoration sites)
- vii. **Basic equipment/tools:** Small infrastructure, travel capacity, and supplies related to specific natural resources and biodiversity management projects

- viii. **Policy:** Projects designed to result in strengthening the legal and policy framework for conservation of ecosystems and PAs (e.g., identify gaps in the legal/policy framework for PAs; identifying government champions to support conservation)

In-kind Contributions

Based on their financial capacities, grantees will be expected to provide in-kind and/or cash contributions in ratios described below.

- a) Public sector agencies must provide co-financing (in-kind or cash) of 1:1.
- b) Local universities or colleges must provide co-financing (in-kind or cash) of 1:1.
- c) Local or regional (Caribbean) NGOs must provide co-financing (in-kind or cash) of 1:1.
- d) Private corporations or other companies must provide a 1:2 match of cash funds for all proposals, and they must not generate a profit through project activities.¹
- e) Local community associations/community bodies are not required to provide a match, but it will be advisable if they could identify some in-kind contributions.
- f) Other appropriate local entities will be considered on a case by case basis but in general it will be advisable if they could identify some in-kind contributions.

Non-Eligible Projects

A number of project types will not be eligible to receive funding from the SLUNCF. Non-eligible projects include:

- One-time and recurring operation/administrative costs of ministries, agencies, departments
- Salaries for executive officers or core organization staff
- Activities relating to extraction
- Purchase of land
- Projects not consistent with the purpose of the SLUNCF
- Projects related to political campaigns and/or political propaganda
- Projects that violate provisions of the Inter-American Convention on Corruption
- Projects that could be expected to give a conflict of interest

Sustainable Development Goals

SLUNCF projects should contribute towards fulfilling the United Nations Sustainable Development Goals (SDGs). Due to the broad scope of the SLUNCF, a number of the SDGs are relevant and at least one SDG goal should be applicable to each individual project. On a Fund level, SLUNCF places emphasis on the following SDGs:

Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3 Ensure healthy lives and promote well-being for all at all ages



¹ Note that while the grantee may not generate an income through project funds granted by the SLUNCF, if the project results in generating funds through the project itself (e.g., the creation of an ecotourism or other sustainable livelihood business), the grantee may profit from these activities produced through the project.

- Goal 6 Ensure availability and sustainable management of water and sanitation for all
- Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12 Ensure sustainable consumption and production patterns
- Goal 13 Take urgent action to combat climate change and its impacts
- Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



Grantees should identify which SDG goal (s) is best aligned with their proposed projects.

Grant Making Strategy

The SLUNCF's grant-making strategy lays the groundwork for its grant-making activities and determines what the SLUNCF will fund each year. The grant-making strategy will be revised annually based on findings and lessons learned throughout the process and identified through Monitoring, Evaluation and Learning (MEL) to adapt to the changing landscape of threats, needs, and priorities for Saint Lucia. Developing the strategy will consist of many components, including:

Criteria for Scoring Grants

The SLUNCF has developed grant-scoring criteria for Concept Notes and for Full Proposals. While the criteria are based on the SLUNCF's goals, outcomes, and strategies, the SLUNCF will also use process criteria to guide grant-making. General process criteria may include the following:

- **Institutional capacity and track record of grantee:** Past achievements of grantee, strong organization leader, previous successful projects
- **Measurable outcomes and impact:** Grant includes a well-articulated strategy and methods to measure/evaluate grant outcomes
- **Legal and financial status:** Grantee must be a legally registered Saint Lucia entity with a business bank account

The SLUNCF TAC

The SLUNCF TAC is a key component of the grant-making strategy. The TAC is composed of members of the Board, representing the public and private sector, NGO and academia. The TAC can invite external members, on an ad hoc basis, to ensure that a balanced representation of experts in economics, environmental management and other areas that supplement the knowledge areas represented by the SLUNCF. The meetings of the TAC are confidential and discussions of the TAC are held confidentially. In the event of a conflict of interest, members will declare the conflict and recuse themselves from making decisions.

The recommendations from the TAC are presented to the rest of the Board for approval; the decision of the Board will be unanimous and final.

Proposal Solicitation and Outreach

The SLUNCF will solicit proposals twice a year, once in March and the other in September. From time to time, as determined by the TAC, the SLUNCF will conduct outreach to potential grantees to solicit proposals.

The request for Concept Note (CN) or full proposal will indicate the following information:

- the deadline by which all CNs for the SLUNCF grant funding shall be received in order to be eligible for grant funding during the next funding cycle;
- an indicative timeline of when the SLUNCF expects to notify applicants of the final award of grant funding for the relevant funding cycle;
- the maximum funding amounts available under such Request for Proposal (RFP); the grant funding period;
- a description of eligible applicants, eligible sites, and eligible projects; and
- the Board may further advise on other factors, to be determined, for grant proposal.

Reviews of Proposals

The SLUNCF Secretariat will conduct an initial review of all CNs to test for compliance with the requirements as stated in the Call. Those CNs that have met the compliance test will be submitted to the TAC which will conduct a screening of the CN to ascertain which potential grantees will be invited to submit a full proposal. In some instances the TAC may decide to approve the CN and proceed to issuance of grant without going through a full proposal. These instances will depend on the level of funding requested and the nature of the proposal (Capacity building, workshops and such like).

To uphold the SLUNCF's commitment to grantee learning, the TAC will provide feedback in a letter sent to applicants whose CNs are rejected, explaining clearly why they were not selected for the next stage of the process. The SLUNCF will encourage rejected applicants to re-apply the following year so long as their proposal is in alignment with the goals and values of the SLUNCF and other eligibility criteria.

Following the review of the CN, the TAC will recommend to the Board which grantees to invite to submit a full proposal. The SLUNCF Board will invite these grantees to submit a full proposal, which will contain a detailed description of the project, budget, timeline, a description of grantee qualifications, and any other components requested by the TAC and the Board. The TAC will review and score the full proposals using pre-determined criteria outlined. As part of the proposal review, the Secretariat, on behalf of the TAC, will conduct due diligence on grantees, including optional interviews with top ranked applicants. The TAC will then prepare a summary of each grant proposal and a recommendation on whether the Board should approve or reject the proposal. The SLUNCF Board will meet to re-prioritize grantees based on available funds, make final decisions, and vote on grant proposals.

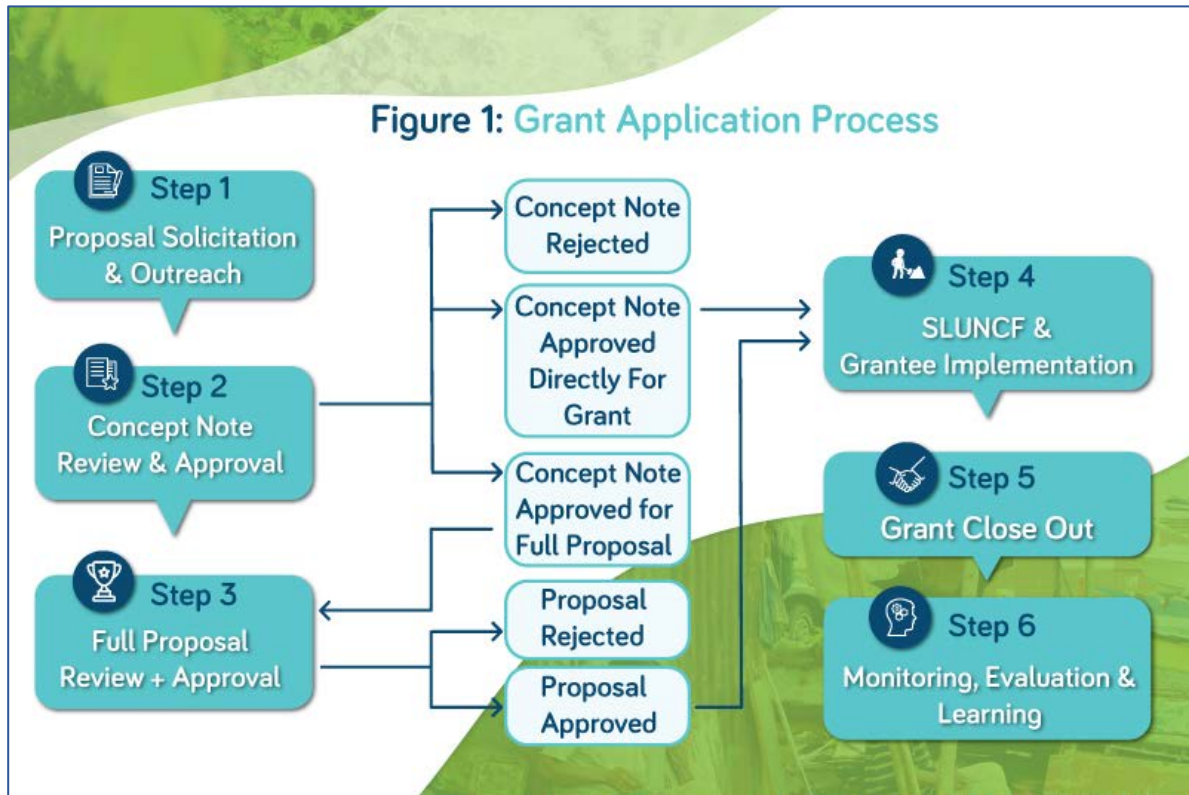
SLUNCF and Grantee Implementation

After awarding grants, the SLUNCF will work closely with selected grantees to execute the grant agreement. The implementation includes several components, such as:

- **Execution of the grant agreement:** The SLUNCF and grantees will enter into a legally-binding grant agreement, which will guide the implementation of the grant.
- **Fund disbursement:** Prior to disbursing funds, the SLUNCF will outline any restrictions in place for the disbursement of funds and the timing of disbursement. In addition, the SLUNCF will indicate who will be in charge of disbursing and tracking funds. The SLUNCF has also developed a grants database where information on grants will be stored. Payments made to grantees will be divided by deliverables, with the exception of a mobilization fee disbursed at the beginning of the project to help with initial project implementation and ten percent (10%) that will be withheld until the submission of the close-out report at the end of the project.
- **Administrative and field supervision of grantees:** The SLUNCF may conduct administrative and field supervision (e.g., site visits) of the grantees during the grant.
- **Annual work plans:** The SLUNCF will develop an operational work plan describing annual activities, granting timelines, MEL procedures, and other items on an annual basis, all of which the Board will approve.
- **Amendments:** The SLUNCF will develop a policy around no-cost extensions, which specifies that any grant extensions approved must be at no cost to the SLUNCF.

- **Conflicts of interest:** The SLUNCF's conflicts of interest policy provides guidance on legal requirements, sets out the policy of the SLUNCF with respect to conflicts of interest, and ensures that the SLUNCF's transactions, engagements, and relationships are transparent and fair. In the case of a conflict of interest, Directors, Officers and staff of the SLUNCF must declare the conflict in a written statement and Directors should recuse themselves from relevant discussions.
- **Misuse of funds:** In the case of possible misuse of funds during grant execution, the staff and the Board will attempt to resolve the conflict or funding issue. The Board may ask for an external investigation or mediation to resolve the issue, if needed.

Grant Application Process



Step 1: Proposal Solicitation and Outreach

The SLUNCF will conduct outreach to potential grantees and solicit proposals. The SLUNCF will release the Request for Concept Notes (RCN) through its official website and social media platforms and disseminate it broadly through donor networks and other groups. Where necessary or requested, the SLUNCF will host workshops to inform potential grantees about the application process as a form of outreach and grantee cultivation.

The RCN will indicate the following information:

- the deadline by which all CNS for grant funding shall be received in order to be eligible for grant funding during the funding cycle;
- an indicative timeline of when the SLUNCF expects to notify applicants of the final award of grant funding for the relevant funding cycle; and

- the maximum funding amounts available under such Request for concept Note and the grant funding period.

Throughout the CN solicitation process, the SLUNCF will serve as a resource for potential grantees by responding to grantee questions about the CN and the grant-application process. The SLUNCF will accept CNs from potential grantees within a period of 4 weeks from the closing date for the call for CNs, according to an indicative timeline established by the Board. The CN has to be submitted in the format provided by the SLUNCF. The CN is part of a 2-step application process. If the Concept Note is approved the applicant will be requested to submit a full proposal. In some instances, if the Concept is well developed and provides sufficient information, and/or the grant requested is less than 5,000 USD, the Concept Note will be considered to be sufficient.

The following documents are required to be submitted with the Concept Note:

1. A signed declaration by the applicant organization, and
2. Certificate of registration of the applicant organization

To uphold the SLUNCF's commitment to grantee learning, the SLUNCF will provide feedback to applicants whose CNs are rejected, explaining why their CN was not selected for financing or for the next stage of the process. The SLUNCF will encourage rejected applicants to reapply the following year, so long as their proposal is in alignment with the SLUNCF's eligibility criteria.



Step 2: Concept Note Review and Approval

Following the review of the CNs, the TAC will recommend to the Board:

1. Which potential applicants to fund without going to the proposal stage; or
2. Which potential grantees to invite to submit a full proposal.

Those potential grantees whose grant has been approved at the CN stage will then be provided with the Grant Agreement.

The TAC will review and score the CNs using pre-established criteria. As part of the review, the TAC will conduct due diligence on grantees, including optional interviews with top ranked applicants. The TAC will then prepare a summary of each CN and a recommendation on whether the Board should approve or reject the CN. The SLUNCF Board will meet to re-prioritize grantees based on available funds, make final decisions, and vote on the CNs.



Step 3: Full Proposals Review and Awarding Grants

Following the review of the Expressions of Interest, the TAC will recommend to the Board which CN proposers to invite to submit a full proposal. The SLUNCF Board will invite these grantees to submit a full proposal, which will contain, *inter alia*, a detailed description of the project, budget, timeline, a description of grantee qualifications, and any other components requested by the TAC and the Board.

The TAC will review and score the full proposals using pre-identified criteria. As part of the proposal review, the TAC will conduct due diligence on grantees, including optional interviews with top ranked applicants. The TAC will then prepare a summary of each grant proposal and a recommendation on whether the Board should approve or reject the proposal. The SLUNCF Board will meet to re-prioritize grantees based on available funds, make final decisions, and vote on grant proposals.



Step 4: SLUNCF and Grantee Implementation

After awarding grants, the SLUNCF will work closely with selected grantees to execute the grant agreement. The implementation includes several components:

- **Execution of the grant agreement:** The SLUNCF and grantees will enter into a legally-binding grant agreement which will guide the implementation of the grant.
- **Fund disbursement:** Prior to disbursing funds, the SLUNCF will outline any restrictions in place for the disbursement of funds and the timing of disbursement. In addition, the SLUNCF will indicate who will be in charge of disbursing and tracking funds and develop a framework for a grants database where information on grants will be stored. Payments made to grantees will be divided by deliverables, with the exception of a mobilisation fee disbursed at the beginning of the project to help with initial project implementation and a small amount of the grant funds (10%) that will be withheld until the submission of the close-out report at the end of the project.
- **Administrative and field supervision of grantees:** The SLUNCF may conduct administrative and field supervision (e.g., site visits) of the grantees during the grant.
- **Annual work plans:** The SLUNCF will develop an operational work plan describing annual activity, granting timelines, MEL procedures, and other items on an annual basis, all of which the Board will approve.
- **Amendments:** The SLUNCF policy on extensions, specifies that any grant extensions approved must be at no cost to the SLUNCF.
- **Conflicts of interest:**² The SLUNCF's conflicts of interest policy provides guidance on legal requirements, sets out the policy of the SLUNCF with respect to conflicts of interest, and ensures that the SLUNCF's transactions, engagements, and relationships are transparent and fair. In the case of a conflict of interest, Directors, Officers and staff of the SLUNCF must declare the conflict in a written statement and Directors should recuse themselves from relevant discussions.
- **Misuse of funds:** In the case of possible misuse of funds during grant execution, the staff and the Board will attempt to resolve the conflict or funding issue. The Board may ask for an external investigation or mediation to resolve the issue, if needed.



Step 5: Grant Close Out

At the conclusion of the grant, grantees will provide the SLUNCF with a final grant report. Per the intellectual property considerations specified in the grant agreement, the grantee will share the final public products of the grant with the SLUNCF, to be shared at the SLUNCF's discretion for the public good. The grantee will also provide a documentation of lessons learned through the grant process. The documentation and sharing of lessons learned at the conclusion of the grant cycle will help to promote transparency and the dissemination of project outcomes. Grantee reporting is discussed in more detail in the section below.



Step 6: Monitoring, Evaluation, and Learning

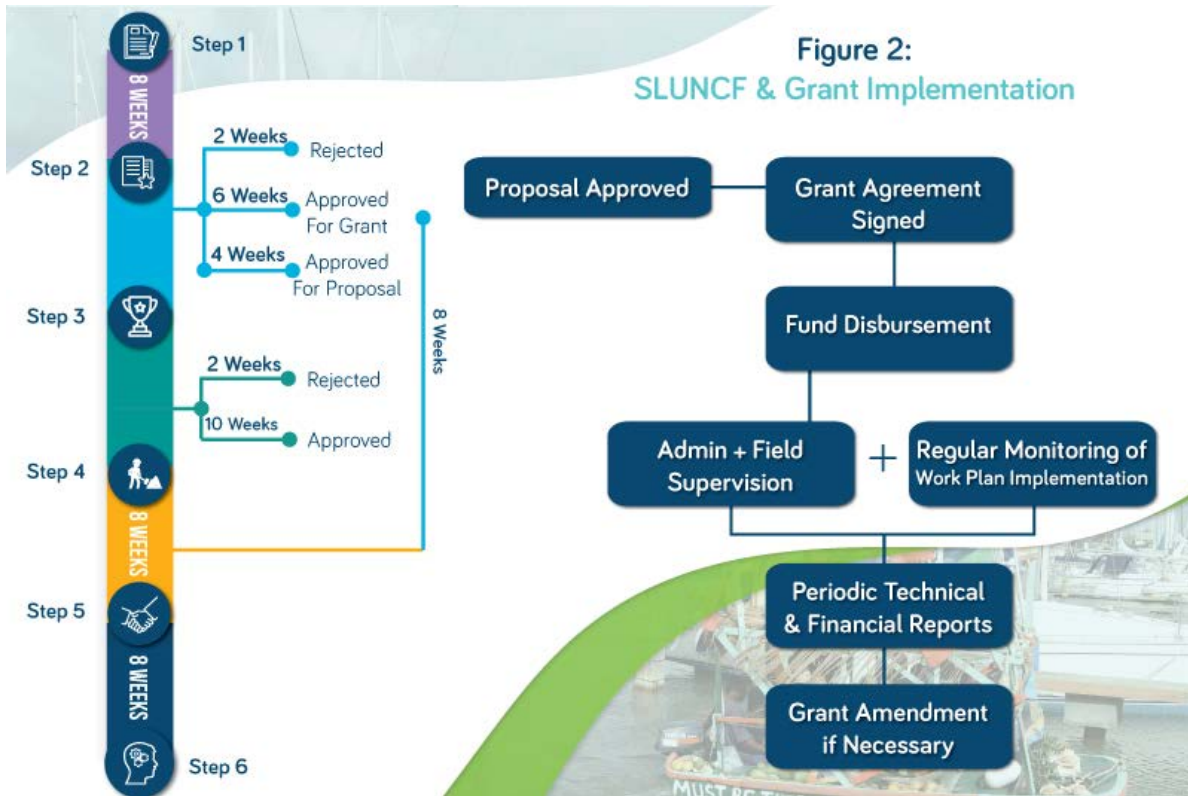
A robust MEL process is an essential step of the SLUNCF's grant-making process because it will allow the SLUNCF to evaluate the impact of its grants, report results and impacts to target audiences, and provide tools for decision-making for adaptive management of projects and for amending the grant-making strategy. In addition, MEL will promote transparency by generating lessons learned that can be publicly shared. This section describes the MEL process that the SLUNCF will use to monitor and evaluate its programs in relation to its purpose, strategic direction, and national and international conservation indicators, targets, and strategies.

a. Grantee Reporting and Monitoring

As part of the MEL process, the SLUNCF will monitor grantee progress. The SLUNCF and grantees will agree upon measures of performance to monitor grant progress and outline these in the grant agreement, prior to grant implementation. In addition, SLUNCF will conduct monitoring site visits to observe site conditions and activities. The SLUNCF will provide reporting guidelines, timelines, and templates for grantees to support grantee reporting. The Templates that SLUNCF will provide to grantees to guide reporting will include the following reports:

- i. **Interim project financial and progress reports:** Interim financial and progress reports may include a report to be filed three months after initial disbursement, and biannual reports thereafter. Interim reports will be tied to deliverables and site visits to observe grantee progress conducted by the SLUNCF, which are described in more detail below.
- ii. **Financial statements:** The SLUNCF will require grantees to provide financial statements documenting the use of grant funds to accompany the interim project financial and progress reports. The financial statements may either be in the form of official financial reports documenting expenses and uses of funds, or for smaller grantees with less capacity, these may include monthly bank statements or reconciliation statements to show the disbursement and use of funds; in this case, the grantees will compile and submit monthly bank statements according to the reporting schedule described for the progress reports above, though this schedule may vary depending on the specifics of each grant.

- iii. **End of project report:** The SLUNCF will require grantees to submit a final report at the close of the project.



Those CN applicants who have been approved for the submission of a full proposal will be provided with the template for the preparation of the full proposal; the time line for submission of the proposal and the level of funding available for the proposed grant. The full proposal which will be prepared in a template provided by the SLUNCF will contain a detailed description of the project, budget, timeline, a description of grantee qualifications, and any other components requested by the TAC and the Board

Templates

The templates provided here are:

- i. Concept Note Outline
- ii. Full Proposal Template
- iii. Evaluation Matrix for Concept Note
- iv. Evaluation Matrix for Full Proposal
- v. Grant Agreement
- vi. Monitoring and Evaluation – Progress Reports

SAMPLE CALL FOR PROPOSALS



The Saint Lucia National Conservation Fund (SLUNCF)

CALL FOR PROPOSALS

for

Environmental Management & Conservation Projects

in Saint Lucia, with a focus on projects that directly support plans and policies for environmental management, conservation, climate change adaptation and mitigation, disaster risk reduction, and sustainable livelihoods. Eligible applicants can be from government agencies; local universities or colleges; registered local, regional (Caribbean) NGOs; private businesses; local community associations; and other appropriate local entities of Saint Lucia.

The SLUNCF has approximately \$300,000 XCD this year to issue as grants. The grant size can vary from \$2,000 USD to \$50,000 USD. Funded projects should be implemented within 2 years.

Find out more about the SLUNCF and the Call for Proposals, including the guidelines to apply @ <https://www.sluncef.org> or <https://www.facebook.com/sluncef/>

You can also call 758 285 0445/285 8137 or visit us at our office at Crick Road, Sans Souci, Castries

The Call for Concept Notes will open from to 2019.



SAINT LUCIA NATIONAL CONSERVATION FUND

Concept Note Outline

The Concept Note is part of a 2-step application process. If the Concept Note is approved the applicant will be requested to submit a full proposal. In some instances, if the Concept is well developed and provides sufficient information, and/or the grant requested is less than 5,000 USD, the Concept Note will be considered to be sufficient.

The applicants must submit Concept Notes and other required attachments to the SLUNCF, to ceo@sluncef.org.

The following documents are required to be submitted with the Concept Note:

1. **A signed declaration by the applicant organization** must be submitted on an appropriate letterhead, including the following:

“I, the undersigned being the person responsible in the Applicant’s organization for the proposed Project, do hereby certify that the information given is true and correct at the time of submission.”, with signature, name, position, place, date.

2. **Certificate of registration of the applicant organization**
3. **Log Frame for the proposed project.** Please refer to Annex 1 for a template.

Legal Name of Applicant	
Short Name/Acronym:	
Type of Organisation <i>Mark with an X one option only.</i>	Public Sector Agency
	National Non-government organizations (NGOs)
	Community-based organizations (CBOs)
	Regional/ international organizations, established and working in Saint Lucia
	Private sector
	Universities and research institutions
	Other (specify here)
Year Organisation Established:	
Address: <i>Street</i> <i>P.O. Box</i>	
Number of Staff members:	
Purpose/ Mission:	
Main focus of activities undertaken <i>Mark with an X the appropriate options</i>	Conservation
	Biodiversity
	Environmental Management
	Parks and Protected Areas Management
	Sustainable Development
	Livelihoods creation
	Climate change adaptation/mitigation
	Institutional strengthening, including capacity building
	Policy/legislation formulation;
	Public awareness, outreach and sensitisation
Other (specify here)	
Contribution to Sustainable Development Goals Mark with an X the appropriate options	Goal 2 – end hunger, achieve food security, promote sustainable agriculture
	Goal 3 – healthy lives and promote well being
	Goal 6 – ensure availability and sustainable management of water and sanitation
	Goal 7 – ensure success to affordable, reliable, sustainable modern energy
	Goal 8 – resilient infrastructure, sustainable industrialisation and foster innovation
	Goal 11 - safe, resilient and sustainable communities and cities
	Goal 12 – sustainable production and consumption
	Goal 13 – climate change and its impacts
	Goal 14 – sustainable use of oceans, seas and marine resources
	Goal 15 – sustainable management and use of territorial ecosystems
Goal 16 – accountable and inclusive institutions at all levels	
Website Address:	

Contact Person Name:	
Contact Person Position:	
Contact Person Email:	
Telephone of Organisation:	
Contact person telephone:	

❖ **Background to the proposed project**

- *Briefly describe the environmental/conservation problem or need or opportunity you wish to address and why you wish to address this problem.*
- *What are the causes for the environmental/conservation problem or need or opportunity you have identified?*

❖ **Project Description**

- *What is the geographical scope of the proposed project?*
- *What is the thematic area of the proposed project?*
- *What are the main goals of the proposed project and the expected outcomes?*
- *How will the proposed project contribute to the objectives of the SLUNCF.*
- *How does the proposed project contribute to identified Sustainable Development Goals?*
- *What are the likely activities you will implement to address the problem or need or opportunity you have identified?*
- *Provide a short description of each activity and how they will contribute to the achievement of the goal of the proposed project.*
- *Provide a Logframe using the template provided in the Annex 1.*

❖ **Description of the organisation applying for the grant.**

- *Date established*
- *Vision and Mission of organisation*
- *Goals and Objectives of the organisation*
- *Number of members in the organisation*
- *Number of staff*

❖ **Partners for the proposed project**

- *Will there be other agencies involved in providing financing and/or technical assistance to the project?*
- *Who are the partners and what type of assistance will they be providing?*

❖ **Management Structure for the project**

- *Who will be responsible for managing the project, including reporting and monitoring and evaluation?*
- *Who will be responsible for the financial management of project?*

❖ **What is the estimated cost of the project? _____ (Local currency) _____(US\$)**

- *What is the estimated budget for each activity?*
- *Is there secured in-kind / matching financing / cost sharing arrangement for this project?*
- *Which activities will this matching funding be used for?*

Annex 1



Logframe

Logic of Intervention	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
<i>Overall Objective(s)</i>			
<i>Specific Objectives</i>			
<i>Expected Results</i>			
<i>Activities</i>			



SAINT LUCIA NATIONAL CONSERVATION FUND FULL PROPOSAL TEMPLATE

This template will be used by applicants whose Concept Notes have been approved and have been invited to prepare a Full Proposal (FP) for further evaluation. Information that was already provided in the Concept Notes may be repeated and expanded in the FP.

Applicants must complete the Full Proposal template in full, not exceeding the prescribed length of each section. The recommended font is Times New Romans size 11.

The maximum grant amount per project is US\$50,000, but averages around US\$25,000. In this way, the SLUNCF can provide a window for the direct participation of NGOs, local communities, and other grassroots organizations, in addition to public and private sector agencies, international agencies registered in and working in Saint Lucia for the previous 5 years, and academia.

All projects must be completed within 2 years. Grantees who can show at least 15 per cent (15%) contribution (cash or in-kind depending on the nature of the entity) may be reviewed favourably. Priority will be given to organisations that have not been previously supported by the SLUNCF.

Call the SLUNCF staff (ceo@slunconf.org; 758 285 0445 or admin@slunconf.org, 758 285 8137) if you need assistance or would like additional information.

Instructions

- i. Fill the project summary form
- ii. Write all sections of the project following the outline below. The whole proposal should not exceed 25 pages of text (including any charts or diagrams)
- iii. Additional attachments (not more than 10 pages) may be submitted, including documents certifying the status of the organization, endorsements of the proposed project, funding commitments or other indicators of participation and support from other institutions, and evidence of community support and participation
- iv. Fill tables in Schedules 1 to 3. You can use additional sheets for tables if those provided are not sufficient.
- v. Send an electronic copy of the project document to the SLUNCF Chief Executive Officer at ceo@slunconf.org who can also be contacted at 758 285 0445.

SUMMARY FORM

GENERAL INFORMATION

Project Title

Brief Description of Organisation (*Legal Name of Entity; Year established; Purpose and Mission; Main focus of Activities, etc.*)

Contact person for this proposal

Name:

Position

Address

Telephone number(s):

Email address:

PROJECT

Thematic area of Project *Please tick as appropriate the primary focal area of the project*

	Conservation
	Biodiversity
	Environmental Management
	Parks and Protected Area Management
	Sustainable Development
	Livelihoods generation
	Climate change adaptation/mitigation
	Institutional strengthening, including capacity building
	Policy/legal formulation
	Public awareness, outreach and sensitisation
	Other (Please specify)

Project Summary:

The Project Summary should describe the project context, including the key conservation/environmental problem to be addressed, and the proposed approach, including the rationale/justification for the project; project duration; overall budget; and amount requested from the SLUNCF.

BUDGET

Funding Source	Total Budget (USD)	Cash (USD)	In Kind (USD)	Percentage in Cash
SLUNCF				
Grantee				
Any other partner				
Other Co-financiers (Specify)				
Total				

1. Background of the project and description of the problem

Describe the context relevant to the project, including what are the environmental risks that need to be reduced and the factors that can increase or perpetuate the problem. Include in the description information on the ecosystems targeted, and where appropriate the affected communities for the proposed intervention.

Present the justification for the project. The justification should indicate the importance of the proposed project to the Mission and Goal of the SLUNCF. It should also reflect the relationship of the project to other relevant government programmes, other multilateral and bilateral aid agency projects, and other community-based, CSO, and/or private sector activities. This will ensure that the intervention is not a standalone activity.

It is important to provide all facts indicating that once the project is funded and implemented, it will significantly improve on the existing situation of the environment (mitigating risks; restoration, conservation, prevention,) create alternative livelihoods, build capacities for conservation, environmental management and sustainable development; develop or strengthen existing policies and/or legislation which will improve the management and monitoring of the environment and conservation. Highlight any aspect of the project which includes the national environmental priorities, strategies and National Action Plan on biodiversity, land degradation and climate change, persistent organic pollutants, international waters, etc...

2. Project Objectives

Present the project main objective and specific objectives in not more than 2 paragraphs. Show linkages between project objectives and targeted SLUNCF thematic areas.

3. Theory of Change/Log Frame

*Please provide a summary narrative demonstrating how the proposed interventions will generate the expected results presented in the Concept Note. Also use this section to detail, or adjust if necessary, the content provided in the Log Frame presented in the CN. The establishment of a logical causal (cause and effect) link between objectives, outputs and activities should underlie the writing of the « objectives, outcomes, activities » sections. Use the Template provided in **Schedule 1** to develop the Log Frame.*

4. Schedule of Activities

*Using the Template provided in **Schedule 2** please list the activities to be carried out and the expected milestones under each output that is included in the Logframe. Also identify the milestone for each output. The number of columns will depend on duration of the project. The maximum duration of the project cannot exceed 24 months. Schedule 2 will be used by the SLUNCF to monitor project activities.*

5. Budget

- i. Provide detail budgetary allocation for each activity or group of earmarked activities (lump sums should be avoided).

- ii. Indicate the contribution (cash or in-kind) from the grantee. All cost-sharing contributions (cash and in-kind) should be itemized. This should include sources and nature of the contribution. Please indicate whether the contribution is already committed or just a projection.
- iii. Make budgetary provisions for institutional support (office running costs, reports ...) which should not be more than 10% of the total budget. The provisions for institutional support should be specific to project activities. The SLUNCF will not cover staffing costs. It is important that the grantee makes some contribution towards the operational and programmatic costs of the project. Such contributions can be in-kind. The costing of such in-kind contributions should not be inflated but reflect existing market prices.
- iv. Make budgetary provisions for visibility and communications. The total amount to be received from the SLUNCF, including institutional support and visibility should not be more than 50,000 USD.
- v. Show possibilities, where available, for co-funding as well as partnership with the private sector.

Please use the Template in Schedule 3 to prepare the budget.

6. Communications, Visibility, and Knowledge Management

Please describe how you would communicate the goals, activities and results of the project with other key stakeholders; indicate activities to carry out to ensure the visibility of the project; describe how you plan to capture, share and disseminate the knowledge, lessons learned, and good practices gained through the implementation of the project.

If the project requires awareness-raising, please describe the plan/activities you would use to achieve the target results and ensure replication of project results. These activities should be incorporated into the project, Logframe, project schedule, and budget.

SCHEDULE 1

Logframe

Complete the table below. The Logframe essentially provides a summary of the project down to the activity level. For each level of expected result, define a reasonable and balanced number of effect and performance indicators. Indicators should be “SMART,” that is, specific, measurable, achievable, relevant, and time-bound.

The Logframe will be used by the SLUNCF to monitor the project’s progress and to evaluate its success and achievement at the end

DEFINITION
<p>Goal: State the long-term social and/or economic (impact) benefits to which the project will contribute and describe why the project is important for the beneficiaries and for the society: The broad development impact to which the project contributes – at a national or sector level.</p>
<p>Purpose(s): State the expected outcomes, or direct effects, of the project. These are the benefits to be derived from the project. You should normally have only one Purpose in a project. Experience has shown that it is easier to focus project Outputs on a single Purpose. If there are several Purposes the project efforts become diffused and the design is weakened.</p>
<p>Outputs: They describe what the project will deliver.</p>
<p>Activities: Indicative activities that will achieve the outputs; Good, people and services necessary to undertake the activities.</p>
<p>Objectively Verifiable Indicators (OVI): The OVI is a performance measure based on the principle that if you can measure it you can manage it. The OVIs specify the performance standard to be reached in order to achieve the goal, the purpose and the outputs. They are specified in terms of quantity, quality, time, target group and place. It is better to use few well targeted OVIs.</p> <p><u>Goal level indicators</u> often describe the program or sector objectives to which this project and several others are directed. For this reason, the Goal level indicators may include targets beyond the scope of the project.</p> <p><u>Purpose level indicators</u> Describe the returns on the investment and the benefits that the project will deliver. These indicators should be directly related to project outputs. Since outcome indicators define the criteria for assessing whether the project is successful, they should be realistic and achievable given your capacity and resources. Outcome indicators should only state what will be measured, rather than providing baseline data or target figures.</p> <p><u>Output level indicators</u> describe the delivery of the products of the project.</p> <p><u>Activity level indicators</u> are essential in order to understand the extent to which a project was delivered as planned, and to highlight obstacles to implementation. It is important that activity indicators capture those elements of the project that are essential for its success.</p>
<p>Sources of Verification: Describe the sources of information that will demonstrate what has been accomplished.</p>
<p>Assumptions: Important events, conditions, or decisions which are beyond the control of the project management team, but which are necessary to accomplish the project; and which are necessary for the production of the outputs. Assumption are things you assume are in place which will contribute to the success of the project. Assumptions and risks are external conditions that are outside the control of the programme. The success of the project depends on whether or not assumptions hold true and the risks do not materialise.</p>
<p>Risks: events that can have an adverse impact on the project if they occur.</p>

Name of Proposed Project:			
Submitted by:			
Logic of Intervention	Objectively Verifiable Indicators	Sources of Verification	Assumptions and Risks
Goal:			
Purpose:			
1			
2			
....			
Outputs			
1			
2			
3			
....			
Activities			
1			
2			
3			
4			
.....			

SCHEDULE 2

Name of Project:													
Submitted by:													
	Schedule in Months												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
Output 1:													
Activities:													
1.1													
1.2													
1.3													
1.n													
Output 2:													
Activities:													
2.1													
2.2													
2.3													
2.n													
Output 3													
.....													

SCHEDULE 3

Budget Items	Source of Funds in XCD			Total	
	SLUNCF	Grantee			Other Sponsor (s)
		Cash	In-Kind		
Output1:					
Activities					
1.1					
1.2					
1.3					
1.n					
Output2:					
Activities					
2.1					
2.2					
2.3					
2.n					
Output3:					
3.1					
3.2					
3.3					
3.n					
Institutional Support <i>(no more than 10% of the Total Budget)</i>					
Visibility, & Communications					
Total <i>(No more than 50,000 USD)</i>					



EVALUATION SCORING SHEET FOR CONCEPT NOTE

The evaluation scoring sheet for Concept Notes (CN) should be completed for all CNs received. All CNs received will be given a control number by the SLUNCF CEO. If the CN has “No” as an answer to any of the questions in the Compliance section, then the evaluation should not continue. Nevertheless, the scoring sheet together with the proposal should be registered in the SLUNCF’s Grant Making files. The Applicant Organisation and Project Approach sections should be completed by individual evaluators and the proposal should have a final score composed by the arithmetic average of the individual scores received. The maximum score is 80 points, being 20 points for Applicant Organization and 60 points for the Project Approach.

Project Title:	
Project number: <i>(given by the SLUNCF)</i>	

Compliance: <i>To be answered by the Secretariat</i> <i>All answers must be Yes for the CN to proceed to be evaluated.</i>				
Is the CN form complete?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Are the required annexes attached?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Is the applicant eligible?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Is the project type eligible?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Is the project related to one or more SLUNCF defined objectives?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Identify the SLUNCF Objective to which the project is related				

Applicant Organisation: <i>To be answered by SLUNCF TAC</i> <i>Score each aspect from 1 to 5, being: 1 – no or not clear, 2 – unsatisfactorily, 3 – partially, 4 – satisfactorily, 5 – fully</i>		
Evaluation aspects	Score	Comments (if any)
Does the applicant organisation have experience in implementing projects in the proposed thematic area?		
Does the applicant organisation have experience with the intervention proposed?		

Does the applicant organisation have a track record in managing projects with budgets similar to the amount requested?		
Is the applicant a Saint Lucian-based organization, meaning it is registered in Saint Lucia and works exclusively in the Saint Lucia? <i>For this answer consider 1 – no and 5 - yes</i>		
TOTAL SCORE (<i>maximum score of 20</i>)		

Project Approach: <i>To be answered by the SLUNCF TAC</i> <i>Score each aspect from 1 to 5, being: 1 – no or not clear, 2 – unsatisfactorily, 3 – partially, 4 – satisfactorily, 5 – fully</i>		
Evaluation aspects	Score	Comments (if any)
Does the project present a clear and coherent logic of intervention?		
Does the project support national or regional policies and strategies in conservation, environmental management and/or similar thematic areas?		
Is there alignment of the proposed project with the objectives of the SLUNCF?		
Will the proposed project contribute to the identified SDGs?		
Does the project clearly define benefits (outcomes) that it will achieve?		
Does the project benefit community groups? If it does not directly benefit communities will it contribute towards creating the necessary environment for resilient communities?		
Does the project continue, replicate or scale-up an already tested approach that was successful or clearly show synergies with other activities in the		
Does the project create new capacities for the applicant and contribute to its sustainability in the long term?		
Does the project include the needed stakeholders or partners for its implementation to be successful?		
Does the project connect on-the-ground with higher-level activities (e.g. policy action, business practice changes, sustainable finance mechanisms) to foster structural and sustainable change?		

Does the project leverage other financial and technical resources?		
Does the project estimated budget have a coherent relation with the project activities?		
TOTAL SCORE (<i>maximum score of 60</i>)		

TOTAL CONSOLIDATE SCORE:



COMPOSITE EVALUATION SCORING SHEET FOR CONCEPT NOTE

The Composite Evaluation Sheet for the Concept note is a (i)summary of the scores given by each evaluator on the Concept Note; and (ii) an average of the scores. The average scores for each Concept Note will be tallied and the top 3 to 5 scores will be chosen. The number Concept Notes chosen will be depend on the availability of funds for the cycle; the proposed budget for each Concept Note; and the availability of matching funds or co-financing from other partners.

Project Title:	
Project number: <i>(given by the SLUNCF)</i>	

Compliance <i>All answers must be Yes for the CN to proceed to be evaluated. To be answered by the SLUNCF Secretariat</i>				
Is the CN form complete?	Yes		No	
Are the required annexes, if applicable, attached?	Yes		No	
Is the applicant eligible?	Yes		No	
Is the geographic area eligible?	Yes		No	
Is the project related to one or more SLUNCF defined objectives?	Yes		No	
Identify the SLUNCF Objective to which the project is related				

Applicant Organisation							
Evaluation aspects	EVALUATORS						Avg.
	1	2	3	4		n	
Does the applicant organisation have experience in implementing projects in the area?							
Does the applicant organisation have experience with the intervention proposed?							
Does the applicant organisation have a track record in managing projects with budgets similar to the amount requested?							
Is the applicant a Saint Lucian-based organisation, meaning it is registered in Saint Lucia and works exclusively in the Saint Lucia? <i>For this answer consider 1 - no and 5 - yes</i>							

TOTAL								
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Project Approach <i>Score each aspect from 1 to 5, being: 1 – no or not clear, 2 – unsatisfactorily, 3 – partially, 4 – satisfactorily, 5 – fully</i> <i>To be answered by the SLUNCF TAC</i>							
Evaluation aspects	Evaluators						Avg.
	1	2	3	4	5	n	
Does the project present a clear and coherent logic of intervention?							
Does the project support national or regional policies and strategies in conservation, environmental management and/or similar thematic areas?							
Is there alignment of the proposed project with the objectives of the SLUNCF?							
Will the proposed project contribute to the identified SDGs?							
Does the project clearly define benefits (outcomes) that it will achieve?							
Does the project benefit community groups? If it does not directly benefit communities will it contribute towards creating the necessary environment for resilient communities?							
Does the project continue, replicate or scale-up an already tested approach that was successful or clearly show synergies with other activities in the area?							
Does the project create new capacities for the applicant and contribute to its sustainability in the long term?							
Does the project include the needed stakeholders or partners for its implementation to be successful?							
Does the project connect on-the-ground with higher-level activities (e.g. policy action, business practice changes, sustainable finance mechanisms) to foster structural and sustainable change?							
Does the project leverage other financial and technical resources?							
Does the project estimated budget have a coherent relation with the project activities?							
TOTAL							

COMBINED AVERAGE:



FIRST PRIORITISED LIST OF APPROVED CONCEPT NOTES

Year:

Cycle: 1

2

CONCEPT NOTES		Score	Priority	Selected Y/N	Comments
No.	Name of proposed Project				

Signed

Name

Position: CEO

Signed

Name

Position: Chairman



EVALUATION SHEET FOR PROJECT PROPOSALS

The evaluation scoring sheet for Project Proposals (PP) should be completed for all PPs received. All PPs received will be given a control number by the SLUNCF CEO. This control number will match the number given to the CN.

On completion of this Compliance Section prepares a report that will accompany the Project Proposal submission to TAC. It is strongly recommended that Secretariat staff undertake a site visit when preparing this section. The site visit will, inter alia assist in determining whether (i) some other assistance should be offered in order to increase the effectiveness of the perspective grantee so that grant funds are utilized efficiently; and (ii) there is a genuine need for the proposed project. In addition, making personal contact with the perspective grantee will assist the SLUNCF Secretariat in answering any of the questions which the applicant did not address. This is particularly true for rural CBOs.

The SLUNCF Secretariat should score the Compliance Section (a score of 1 to 5, with 5 being highest) based on the information generated from the proposal, a site visit and additional discussions with the project proposer. If the score is less than 2 then the Proposal is rejected and is submitted to TAC only for their review and not for evaluating and scoring. In the event that an individual TAC member does not agree with the Secretariat’s scoring of the Compliance Section, then the matter is resolved by the TAC by way of a unanimous vote. The TAC can also request the Secretariat to obtain additional information and/or undertake a site visit themselves before taking a vote.

All sections other than the Compliance Section should be completed by individual evaluators and the proposal should have a final score composed by the arithmetic average of the individual scores received. The maximum score is 135 points, being 20 points for Applicant Organization and 115 points for the Project Approach.

Project Title:	
Project number: <i>(given by the SLUNCF and associated to CN number)</i>	

Compliance: *To be answered by the Secretariat*
All answers must be answered and a report prepared for the TAC. It is highly recommended that SLUNCF Secretariat staff undertake a site visit when preparing this section.

Is the proposed Project in line with SLUNCF's mission?	Yes		No	
Is the proposed Project aligned with the Grantee's stated mission and competencies?	Yes		No	
Does the Project meet SLUNCF eligibility criteria?	Yes		No	
Is the Summary form according to the template provided and complete?	Yes		No	
Is the Proposal more than 25 pages and the annexes more than 10 pages	Yes		No	
Does the proposal include a Log Frame, budget and schedule according to Guidelines?				
Is there genuine need for the project to be undertaken and is there sufficient evidence that it will make a positive difference?	Yes		No	
Is the project consistent with national, regional and international policies and strategies related to the thematic area of the project?	Yes		No	
Is the grantee capable of carrying out the proposed activities?	Yes		No	
Has the Grantee received a previous grant from the SLUNCF?	Yes		No	
If the grantee has received a previous SLUNCF Grant, when and how much? Was it completed and a final Close Out Report submitted?				
Is this a once-off project or is it a pilot or seed project to test a new approach that might be taken to scale?				
Does the SLUNCF have sufficient funds in this cycle to cover the stated budget in the proposal?				

Applicant Organisation: <i>To be answered by SLUNCF TAC</i>		
<i>Score each aspect from 1 to 5, being: 1 – no or not clear, 2 – unsatisfactorily, 3 – partially, 4 – satisfactorily, 5 – fully</i>		
Evaluation aspects	Score	Comments (if any)
Is the applicant organisation and the proposed project aligned with the SLUNCF vision: " Saint Lucia's biodiversity, natural resources, and human and ecological communities are resilient and healthy"?		
Does the proposal provide sufficient evidence that the applicant organisation is trying to address conservation and/or environmental issues that are of high priority to the country, regionally, and internationally?		
Does the Proposal provide sufficient evidence that the applicant organisation has experience with the intervention proposed?		
Is the proposal clear about how the applicant organisation will deliver the expected results and outcomes?		
TOTAL SCORE/20		

Project Approach: *To be answered by the SLUNCF TAC*
Score each aspect from 1 to 5, being: 1 – no or not clear, 2 – unsatisfactorily, 3 – partially, 4 – satisfactorily, 5 – fully. Some questions may not be relevant to the proposed project. In this case, the score will be NA.

Evaluation aspects	Score	Comments (if any)
Does the title of the project provide adequate information about the project without being too lengthy or complicated?		
Is the title specific to the project		
Does the Project Summary explain why the project is important and briefly describe the goals/objectives and strategies?		
Does the Background section establish the context and describe the relationship between the applicant organisation's mission and the proposed project?		
Is the description of the Problem clearly defined; does it describe the causes of the problem; and explain the long-term effects of the problem without the intervention(s) proposed by the project?		
Does the proposal demonstrate a clear understanding of the thematic area?		
Do the activities identified in the proposal sufficient or too extensive to achieve the proposed outcomes and within the proposed budget?		
Does the Proposal demonstrate that the proposed project addresses an important problem and that the best practices and lessons learned will contribute towards increasing the knowledge of the thematic area?		
Is the overall purpose of the Project clearly defined and is it reflective of the applicant organisation's goals?		
Is there a clear connection between how the problem will be solved and goals of the proposed project?		
Does the Proposal define how success will be measured?		
Does the Proposal reflect realistic expectations in terms of activities identified, time frame for completion of activities and budget?		
Does the proposal thoroughly identify all the activities, and only the activities, necessary to achieve the objectives of the proposed project?		
Does the Proposal describe innovative methods for solving the problem?		
Does the Proposal describe activities for monitoring the project and for documenting lessons learned and best practices?		
Are the activities costed realistically? Does the Proposal present justification for the costs?		
Does the proposal reflect accurate calculations?		
Does the proposal describe matching funds – in kind or cash?		

Does the Proposal contain amounts for unexplained purposes (i.e. miscellaneous)?		
Does the Theory of Change expressed in the Log Frame clearly reflect the relationship in the intervention logic?		
Does the Log Frame identify how success will be measured (OVIs)?		
Does the Project describe aspects of project oversight and management?		
Does the proposal provide information on how the project will continue beyond the grant cycle, if applicable?		
TOTAL SCORE/115		

Additional Notes



**ST. LUCIA NATIONAL CONSERVATION FUND
REPORTING FORM**

1. PROJECT INFORMATION

NAME OF PROJECT			
PROJECT IDENTIFICATION #			
NAME OF GRANTEE			
GRANT AND DISBURSEMENT RECORD	AMOUNT APPROVED XCD	DATE APPROVED	
	AMOUNTS DISBURSED	DATE OF DISBURSEMENTS	
	1		
	2		
	3		
REPORTING RECORD	TYPE OF REPORT (PROGRESS, FINANCIAL, END OF PROJECT)	REPORTING PERIOD	DATE RECEIVED

2. FINANCIAL STATUS

	REPORTING PERIOD	APPROVED BUDGET	AMOUNT SPENT	VARIANCE
SLUNCF				
GRANTEE				
OTHER DONORS/PARTNERS				
TOTAL PROJECT COST				

APPROVED SLUNCF BUDGET

LINE ITEMS	AMOUNT APPROVED	AMOUNT DISBURSED	AMOUNT SPENT	VARIANCE

REASON FOR VARIANCE (BE VERY CONCISE)

A) SLUNCF'S BUDGET

B) GRANTEE AND OTHER FINANCIAL INPUT

3. IMPLEMENTATION STATUS:

STARTING DATE OF PROJECT		DATE OF COMPLETION	
APPROVED	ACTUAL	APPROVED	ACTUAL
REASON FOR VARIANCE			

4. ACHIEVEMENT OF OUTCOMES

PROJECT OUTCOMES	LEVEL OF ACHIEVEMENT
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>

1-unsatisfactory 2-needs improvement 3-satisfactory 4-very good 5-excellent

5. REASONS FOR LEVEL OF ACHIEVEMENT FOR EACH OUTCOME:

6. GENERAL RECOMMENDATIONS/COMMENTS:

REVIEW COMPLETED BY	DATE
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