



Saint Lucia National Trust



OECS Protected Areas and Associated Livelihoods Project

**TO DETERMINE THE SOCIO-ECONOMIC VALUE AND COST
BENEFIT OF BOTH THE EXISTING AND NEW
LIVELIHOODS SUB-PROJECTS IN POINTE SABLE
ENVIRONMENTAL PROTECTION AREA (PSEPA)**

**REPORT 3:
ECONOMIC VIABILITY OF LIVELIHOOD PURSUITS
WITHIN THE PSEPA**

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1.1 Executive Summary

A review of the traditional livelihood activities within the PSEPA indicate that many were not sustainable, as economic rates of return (ERR) were negative. Developing the entertainment capacity of the sites is recommended as a better option to employ persons and advance viable economic activities.

Emanating from the Strategic Planning Workshop were the following concepts which are consistent with the broad objectives of this initiative:

- Festivals: Callalou Night, Jazz at the Mill, Beach Theatre, Quek-Quak Night.
- Educational Tours: Historical and Natural
- Soft Adventure Activities: Wind and Kite surfing, Kayaking tours, Horseback riding, and Hiking
- Agro-tourism Development Support (Seamoss, Charcoal, Latanier): To provide basic enhancement support as stops on the various tours.
- Craft Development: Capacity building for the design and development of craft items to support festivals and tours.
- Product Development:
 - Horseback riding and hiking trails
 - Savannes Bay enhancement
 - Craft Centre development
 - Mankòtè and Sugar Mill site enhancement

A separate entity to provide management and coordination of the activities listed above is required. Critical to the formulation and development of these initiatives is the advancement of a tourism agency to manage and provide oversight for; site and attraction development, marketing and coordination of a tour product which would comprise the above-mentioned initiatives within the PSEPA. The Southern Tourism Development Corporation (STDC) is proposed as the agency best suited to assume this mantle. This intervention proposes a framework within the STDC to accommodate the widening of their mandate.

The total estimated project cost is XCD\$584,500.00. Funding sources include the OPAAL project, GEF and SFA 2004 which require near immediate resolution to advance the implementation of this plan.

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1.2 Assessment of existing PSEPA enterprises

1.2.1 Tourism development in Saint Lucia

The traditional concentration of tourism in Gros Islet and Soufriere region (on the northern and south-western coasts, respectively) has become an engine for growth within Saint Lucia to the detriment of other areas, not only in terms of the concentration of investment in these areas at the expense of others, but also with regards to the spatial distribution of population and attendant migration flows. As a result, it has become increasingly obvious that the current pattern of tourism development needs to be spread through all quadrants of Saint Lucia (SLU National Vision Plan, 2008). This master plan, the *National Vision Plan* anecdotally referred to as the *Quadrant Plan*, hypothesises this can be achieved using tourism initiatives as a catalyst for equitable growth throughout the island.

1.2.2 Tourism enterprise development in the PSEPA

The stakeholder consultations held in preparation of the sustainable livelihood study, confirmed that given the resources of the PSEPA specifically and Vieux-Fort generally, tourism presented the most appropriate tool for optimising the pursuit of livelihood options from the PSEPA.

However, the livelihood activities of arts and craft, seamoss production, and the vain attempts to establish recreational horseback riding, generally cannot sustain themselves within the current product market arrangements.

Representatives from six (6) enterprises operating within the PSEPA were evaluated. Common among these business people was the desire to expand their business by increasing sales and to obtain a capital injection to support investment and cost of equipment replacement.

Employment within those areas ranged from 8 to 50 persons directly. This includes 8 seamoss farmers, 50 fishers, 14 charcoal producers, and 12 arts and craft producers. The number for horseback riders is not established however there are approximately 30 known horseback riders in the Vieux-Fort area. It is anticipated that as the horseback riding enterprise becomes more established, the loose casual relationships will come inline and formalize employment arrangements with the four established horse stables in the area.

The assessment revealed some level of benefits both economically as well as environmentally. They are as follows:

- income generation (varied; between EC\$600.00 – EC\$2,400.00 monthly)
- participation in the management of fragile ecosystems
- increased awareness of environmental issues

There is however little by way of sustainable tourism components to the first three of these undertakings which involve primary and secondary extractions. These activities do not preclude the addition of a tour component to maximize the revenue potential however.

The latter two interviewed groups, the horseback riders and the arts and craft producers, had or offered no information owing to one being a business start-up with no business plan, and the absence or failure to collect data by the second. Both faced challenges for which they seemed disinclined to invest beyond their initial estimations.

1.2.3 Assessment of business enterprises in the PSEPA

The table below summaries the income statement of the enterprises assessed and projected revenues for a five year period so as to accommodate an internal rate of return (IRR). The surpluses represent earnings before interest, taxes and depreciation.

Column1	Seamoss Production	Charcoal Production	Savannes Bay Fishers	PSEPA Arts & Craft Producers (average)	Harius Paul (Kayaking)	Lucius Clovis (Horseback Riding)
Revenue	15,600	90,000	72,000	9,600	new enterprise	not known
Direct Costs	16,500	76,800	63,960	10,560		not known
Surplus	-900	13,200	8,040	-960		not known
Investment Request	(12,000)	(80,000)	(40,000)	(25,000)	(10,000)	(25,000)
Inflows PY1	1,000	15,840	9,648	2,000	1,000	
Inflows PY2	1,200	17,424	10,613	2,400	1,200	
Inflows PY3	1,440	19,166	11,674	2,880	1,440	
Inflows PY4	1,728	21,083	12,841	3,456	1,728	
Inflows PY5	2,074	23,191	14,126	4,147	2,074	
NPV	(5,954)	(7,273)	3,504	(12,817)	(4,136)	
IRR	-13%	6%	13%	-14%	-8%	

Fig 1: Income statement of enterprises within the PSEPA

The **Seamoss producers** do not represent a viable economic activity, and the success of these operations is determined largely by the passion of family members engaged. It appears to represent a recreational activity for which there is important social value. The operations are clearly subsidised by other activities of the entrepreneurs. However, the social and environmental benefits of this activity should not be undervalued.

The activities of the **Art and Craft producers** also returned a negative IRR. The Association members admit to using mostly imported material in their craft and prefer an outlet on Clarke Street, Vieux Fort where they can sell craft and other items. This betrays a basic desperation for addressing economic livelihoods independently of the PSEPA. However, it is believed that the appropriate capacity building, and technical support in product development may reverse this underestimation of the potential economic viability of arts and craft, once developed with the proper product and market research support.

What site allotment?

The **fishers and charcoal producers** are the most viable enterprises, even though these activities take place with little tourism connections. The Charcoal producers requested weed-whackers and fencing of their allotment in addition to the boardwalk in order to enhance the tourism potential of their site. The value added to these operations by injecting product development and marketing support will be significant. In the case of the Savannes Bay fishers, the cost of the boat and engines requested were amortized over three and five years respectively.

Kayaking is a new initiative for the entrepreneur assessed, and as such information on traditional revenue sources was not available. However, there are well established kayaking operations ready to collaborate with Mr. Harius Paul.

There has been tremendous input into sustaining **horseback riding** in the south by a group of passionate horse-lovers. However the initiatives are plagued by the absence of any financial information, and institutional capacity is also weak. The group is also frustrated by years of bureaucratic and procedural bottlenecks in terms of accessing both financial and physical resources for their operations. Interest has moved towards longer inland trails to Fond Joyeaux in the interior and to the tourism "Mecca" of Soufriere. It is possible however, to provide basic capacity building support to improve operational and quality standards and some product development support, within a broader tourism development initiative.

1.2.4 Conclusion:

This analysis informed the selection of enterprises which would be advanced for product development and funding. It is therefore recommended that developing the entertainment/tours capacity of the sites, may provide the best option to employ persons and generate economic activities. In this regard, the following section details the interventions which are outputs of the many consultations held in preparation of this

feasibility study. Some of the requests for items like boats, engines may not be entertained and it was thought more useful to provide infrastructural support like a jetty to facilitate the tours, given the limited financial resources available.

1.3 The strategic business interventions

Given the situation described above, it is proposed that the following six broad interventions will provide the basis for the most viable options for business activities around tourism as the single most viable industry for the south at this time.

- Festivals: Callalou Night, Jazz at the Mill, Beach Theatre, Queek-Quak in the Mangrove.
- Educational Tours (historical and natural): To script tours, train tour guides to undertake them, package and promote.
- Soft Adventure Tours: Technical support to existing entrepreneurs in Wind and kite surfing; Kayaking tours; Horseback riding; and Hiking.
- Agro-tourism Development (Seamoss, Charcoal, Latanier): To provide with basic enhancement support as itinerary stops on the various tours.
- Craft Development: Capacity building for the design and development of craft items to support festivals and tours.
- Product Development:
 - Trails for horseback riding, bicycle and hiking, between Savannes Bay, Bois Chadon and Mankôtè mangrove.
 - Savannes Bay enhancement: To provide the base of the water/sea component of the tours by construction/purchase of a pre-fabricated pontoon Jetty, and the physical enhancement of the area, including landscaping.)
 - Craft Centre: To provide a sales outlet for PSEPA designed craft items.
 - Mankôtè and Sugar Mill site enhancement: Board walk in Mankôtè to support kayaking; landscaping and infrastructure for performances at both sites.

1.3.1 The Festivals

Festivals should each be developed on their own merit. They include activities entitled Callalou Night, Jazz at the Mill, Beach theatre and Quek Quak Night. These are intended to be seasonal activities (perhaps weekly or monthly or during peak seasons).

The Callalou Night is expected to replace the defunct Swaye Night, which was a weekly street food party, managed by the STDC and which lasted for approximately 2 years from 2002-2004. The activity lost its appeal as product consistency began to wane, market interest diminished, social problems associated with the activity increased, which resulted in the premature closure of the activity as the managers were unable to reinvent the Friday night activity. There was an attempt to do a similar activity during the Cricket World Cup of

2007, in the down-town area of Vieux-Fort. It was a one-time event called "Down-Town Callalou" but was not sustained past the Cricket World Cup. However, the capacity and institutional memory of these activities continue to reside within the STDC, the Vieux-Fort Council and many persons who participated in these events.

Beach theatre will involve, as a first activity, the re-enactment of the ill-fated attempt by the British to establish a colony in Vieux-Fort in 1605. This event is historically referred to as the "Oliphe Blossom story", and the incident actually took place on the Anse de Sable beach. This story is perhaps among the best documented encounters between British colonists and the indigenous Kalinago people, and its re-enactment at Anse de Sable will contribute to giving credence to the historical significance of the beach within the PSEPA. The resources for this activity in terms of historical research skills reside within the Vieux-Fort community. Technical skills for production, design, scripting, recruitment, stage props, costumes, sound and lighting, seating, training of casts, marketing and promotions, etc are requirements for the successful execution of this activity.

Quek-Quak Night is proposed as a traditional story-telling and music/drumming event in an open-air setting at a knoll within the Mankôtè mangrove. The activity will involve the use of traditional popular theatre groups who will work with a producer to design and execute these weekly or monthly participatory theatrical expositions. Like the beach theatre activity, technical skills for production through to marketing will be required.

Jazz at the Mill is intended to be either a day-time or early evening event using the grounds and backdrop of the old Beanfield sugar mill. The physical preparations of the grounds, undertaken under product development, will be the highest cost, as performers will be contracted with their gig already pre-packaged.

Conclusion: These activities are expected to generate significant interest in Vieux-Fort and the PSEPA, thereby adding value to those natural landscapes by using the cultural attributes that already exist within the area. It is the merging of natural and cultural assets, which has been argued by the successful Saint Lucia Heritage Tourism Programme, as among the most useful criteria for demonstrating sustainable development and management of event tourism in rural communities¹.

1.3.2 Tours Development (Educational)

Nature and historic tours with interpretation that provides educational or behavioural change focus are fundamental components of most, if not all, national parks and protected areas open to visitors. To this end, it is recommended that educational tours be developed to include visits to these sites.

Discussions with the Destination Management Companies (DMCs) suggest that it will be more effective to promote a small number of diverse tours rather than a large number of

¹ SLHTP, 2005

closely related products that would only serve to confuse guests and dilute sales. Other discussions with the management of Coconut Bay Resort, the largest potential ready market for such tours, indicate that there is a great deal of interest in the sea tour to the Maria Islands Nature Reserve. This tour should be actively re-developed and pursued further.

In keeping with the diversification requirement, other offerings should be land based and target both the young and adventurous (the major demographic) and those seeking cultural and educational experiences. It is advisable that only two tour packages be developed initially.

To this end, it is proposed that a tour entitled "Iyanola Safari" be developed that includes historical, cultural and environmental attributes. It will include a combination of land and sea beginning with Moule-a-chique viewing (history and archaeology); Mankote Mangrove and Bois Chadon (livelihoods/sustainable agriculture); and ending with a boat tour of Savannes Bay (Environmental).

The second tour should be a largely sea tour to the Maria Islands Nature Reserve, (which in addition to the marine environment includes two islands Maria Major and Maria minor) to describe the exclusive ecological systems of the marine component of the PSEPA as well as rare and endemic species of flora and fauna. The endemic fauna species found on the islands are the Saint Lucia Whiptail Lizard (*Cnemidophorus vanzoi*), a colourful ground lizard which carries the colours of the Saint Lucia flag, quite unknowing to the flag designer. The other species of major importance is the Saint Lucia racer (*Liophis ornatus*), a shy nocturnal snake which grows to no more than three feet and is non-poisonous. Other minor species include the Saint Lucia worm snake (*Leptotyphlops breuli*), a tree lizard (*Anolis luciae*), and the dwarf gecko (*Sphaerodactylus microlepis*). The Saint Lucia racer is classified as endangered on IUCN's Red List of endangered species, and the Saint Lucia Whiptail Lizard (*Cnemidophorus vanzoi*), classified as vulnerable, is endemic to the Maria Islands.

The tour provider should also be flexible enough to offer "A' la carte" tours based on a selected set of high quality and complementary attractions.

1.3.3 Tours Development (Soft Adventure)

Soft adventure tours are already being conducted within the PSEPA by some private interests. These include wind and kite surfing, kayaking, horse-back riding, and hiking. All these activities are consistent with low impact tourism activities which are consistent with the management guidelines of the protected area, and should be supported and encouraged.

The **wind and kite surfing** operations is a well established operation on the Point Sable beach which through direct marketing generates significant business for a host of accommodation and restaurant properties in the south. For the first six months of 2010,

nearly 2500 bed-nights were made available directly to accommodation properties in Vieux-Fort.

A **kayaking tour** in the open sea to Maria Islands has already been developed by an external entrepreneur, but whose operations can generate significant employment opportunities in support activities like kayaking guides, etc. There is also a well developed kayaking operation within the Mankôtè Mangrove, which has similar employment operations, and potential for expansion.

These activities will need support in training of local persons to support these activities as kayaking guides and kite surfing trainers etc. Other capacity building support will be required by the local tours management company in the classification of tour risk, design and construction of supporting infrastructure like a boardwalk in the Mankôtè Mangrove, and other infrastructure discussed under Product Development. Other support will include marketing and promotions.

Horseback riding operations in Vieux-Fort are unsophisticated but there is a dedicated group of horse owners, who conduct horse racing competitions two to four times per year depending on the availability of sponsorship. This group has also been clamouring for many years for the development of an Equestrian Centre. Constructing such a centre is estimated at EC\$30K, not including the acquisition of lands, equipment or staffing. The lands have been identified but this will need to be negotiated with the National Development Corporation. The skills needed include a Veterinary Surgeon to attend to the medical and surgical needs of the animals, trainers, coaches and other technical staff. Such an operation is costly and onerous at this time. The existing members of the Southern Equestrian Centre, though passionate and committed to the development of horseback riding and equestrian activities in the south, underestimate the technical requirements of such an undertaken.

It is recommended that the group pursues a simple horse-backing riding tour of a designated area within the PSEPA, as a start. This will include the negotiations with two major land owners for access to the lands. These are the NDC and a private owner, Mr. Anthony Boreil. Some of the lands are Crown Lands and there will be need for some discussion with the Commissioner of Crown lands as well. The trails may be developed for both horseback riding and hiking. Financial support will be required for the trail development and enhancement, standards assessment and evaluation of the operations, and marketing and promotions. Some additional support for the horseback riding sector will include support for maintenance for the horses like physical stalls, tack room as well as training for the riders/tour guides.

1.3.4 Agro-tourism development support

It was argued that the agricultural pursuits within the PSEPA like Charcoal production and Seamoss farming were not sustainable tourism activities in themselves. Further to this, Seamoss farming was not an economically viable activity on its own. The significance of these activities which support and demonstrate ecological sustainability and have provided livelihood pursuits for many persons over many years should, however, not be overlooked. In addition, these activities are cultural icons of the PSEPA. It is therefore recommended that every effort be made to sustain these ventures within the PSEPA.

To this end, an assessment of the needs of these enterprises to determine the basic support needed to meet agro-tourism visitor standards will be conducted and relevant technical and product development assistance will be made available. Some of these interventions have been identified under 1.3.6 Product Development. These agricultural sites will be included in the educational tour package and the charcoal producers and seamoss farmers will be invited to provide demonstrations of their livelihood pursuits as part of the tour attraction. This will bring additional income to those agricultural activities.

1.3.5 Craft Development

The existing craft producing sector uses largely imported materials, and the product is not reflective of the Vieux-Fort experience and image. In an earlier study of the handicraft sector in Saint Lucia, it was reported that many tourists buy “fewer craft items than they would like, due to the absence of quality and interesting crafts”². This situation has not changed significantly and certainly applies to the Vieux-Fort scenario.

While the potential for development of a significant craft sector with limited investment in design, technology and marketing exists within the Vieux-Fort area, the sector is still young and underdeveloped. It comprises mainly small and informal artisans spread between the surrounding villages producing items that do not have the range of products that would be necessary for the craft items to have a well defined image. There are very few products or designs developed that are specific to Vieux-Fort or by extension the PSEPA and could serve to differentiate the craft of this region. The marketing system, market linkages and marketing capacity of artisans are also ill developed.

The development of craft items which will inspire demand from the visitor to the PSEPA, will require the support of a qualified and experienced general artisan who could work with a marketing/branding expert to develop ideas or images for the production of souvenir items reflecting the PESEPA/Vieux-Fort. It will also require training in the production of these items as well as the provision of raw materials.

A Craft Centre to provide a central outlet for craft producers should be constructed and incorporated into all tours, whilst also being accessible to other viable markets such as

² Ratta, 2001

visitors to the south, guests at existing accommodation properties as well as departing visitors at the international airport. Design drawings for such a facility have already been done and a strategic location identified. Budgetary allocations have been made for this in previous government estimates of expenditure, but successive governments have not determined this as a priority. The construction of this centre should be returned to the government's agenda, but accompanied with a viable business plan for its operations.

1.3.6 Product development and enhancement

It is necessary to continuously enhance the physical landscape (natural and man-made) to reflect the product offerings of the various activities described in the various product development initiatives above while maintaining the environmental and cultural integrity of the areas. These will include fencing, amphitheatre and boardwalk construction in Mankoté; trail development along the coasts for horseback riding and hiking; Craft centre at a strategic location; jetty and physical enhancement including landscaping at Savannes Bay; performance stage, toilet facilities, seating and tables for the Callalou Night; infrastructure like lighting, sound, etc for the other festivals, i.e. if these are not to be rented on an activity basis. However, the market analysis will determine whether these pieces of equipment should be purchase outright or rented based on the projected patrons and regularity of the events.

The proposed product development initiatives will only come to fruition if there is sufficient institutional support. While tourism product development seems to be a priority with Vieux Fort being earmarked for touristic development, support appears to be deficient. Generally, it is felt that relevant institutional support for tourism or any other form of development in Vieux-Fort is lacking. It is perceived that the value of Vieux Fort and its assets is overlooked by authorities and decision makers. An understanding of the issues related to the institutional arrangements governing the PSEPA becomes more significant as many touristic activities of Vieux Fort are strongly linked to the use of this area.

1.4 Institutional Arrangements

Several challenges have been cited regarding the institutional arrangements governing the PSEPA. One of the major challenges is the lack of co-ordination of the various institutional bodies and their responsibilities. Additionally, there is an overlap of responsibilities among the various agencies/Ministries. This creates dispersion in the organisations and diminishes their ability to perhaps act cohesively and effectively. This may be an outcome of limited capacity resulting in what appears to be reduced vigilance in protecting the PSEPA.

1.4.1 Environmental management

It was however noted, that the Department of Forestry, which has a major role to play in monitoring and regulations, has very little jurisdiction over the area with the exception of the wildlife on Maria Islands. Unless, it is a reserve, such as the Mankôtè mangrove, the Department of Forestry cannot enforce legislation in the area.

1.4.2 Land ownership and management

The issue of land ownership also presents a challenge where it is thought that the owners such as the NDC do not sufficiently monitor and enforce legislation in their designated areas. As such, there is wanton dumping of garbage and inappropriate use of the resources of the area. The corollary to this is the fact that the NDC jealously guards its ownership of most of the touristic lands in Vieux-Fort and it remains unclear what their intentions for development are.

1.4.3 Environmental Management Coordinating Entity

It should be appreciated that the establishment of an environmental protection area (EPA) is a new experience for Saint Lucia. To compound the situation, the institution that administers the primary legislation, the Physical Planning and Development Division/Development Control Authority, is not traditionally a protected area management institution³. The Saint Lucia National Trust is expected to be designated the Management Coordinating Entity (MCE), created specifically to manage the PSEPA. Given the daunting task of functioning as a coordinating entity, the MCE should not be required to attend to the management of livelihood and economic activities as well.

Whilst there is consensus on the need for perhaps an umbrella organisation to effectively manage the responsibilities of the various ministries and agencies, there is also a need for delineation and clear articulation of responsibilities as well as accountability of the various bodies that hold responsibility for the PSEPA. With respect to the livelihoods component, which will inevitably focus on tourism initiatives as described in the business interventions under 1.3, the STDC represents the institution best suited to perform this task.

³ Gardner, L, 2009 p.32

1.4.4 Tourism Management Coordinating Entity

The Southern Tourism Development Corporation (STDC) was set up in 2000, with support from local businesspersons including tourism interests, and from the Government through an annual subvention. Although the organisation has been set up as a not-for-profit non-governmental organisation (NGO) the interest of the Government is ensured by the presence of an official of the Ministry of Tourism on the Board of Directors. The mandate of the STDC was to provide product development, marketing support and institutional coordination of tourism related activities in the southern region. To date, the STDC has not quite lived up to the expectations of both industry personnel as well as the government, and the agency is constantly threatened with the cancellation of its annual subvention from Government. However, the agency is best placed to manage any tourism related initiatives in the south, including those connected to the livelihood initiatives within the PSEPA. The capacity of the STDC to undertake this mammoth task has not been assessed, however, Board members believe that such activities are precisely what the organisation was set up to do, and this initiative could contribute significantly to the legitimacy of the organisation. The responsibilities for management and coordination of the tourism business initiatives in the PSEPA are described in the next section.

1.5 Management and Coordination

The key to success of the initiatives described under business interventions is building the capacity of the STDC to collaborate with the SLNT and other partners in managing and sustaining the interventions.

1.5.1 Purpose

The main reasons given for establishing tour operations management in the south of the island is the lack of representation of the southern region by tour companies based in the north of the island. The establishment of the PSEPA with a focus on tourism development as a key revenue generation mechanism requires the establishment of a tourism management agency to support its work.

1.5.2 Recommended Legal Structure

The recommended legal structure is one where the parent organization sets up a separate limited liability company or subsidiary (possibly called “Southern Tours” or “Point Sable Tours”) to sell tours to stay-over patrons in the southern and northern districts and at cruise ports.

This company will have one or a number of shareholders, its own governance structure and dedicated staff. In the case of the STDC, this staff will function separately from its other operations.

1.5.3 Internal Organization

The framework for establishing an entity to manage and operate tour activities will be based on the standard structure for the local tour companies.

The collaboration between the STDC and SLNT to collaborate in managing the PSEPA is a recommended approach. Using the building on the Point Sable beach jointly for office space, will also contribute to significant cost savings. The mutual objectives of both organisations may be better served if resources and programmes are shared.

The STDC should take the lead in developing the supervisory and management components of the tourism management agency. This will require the following functions:

A Tours Manager or Supervisor responsible for designing tour packages, negotiating with suppliers and responding to issues that may arise on tour.

- A portfolio of tours designed to cater to various market segments
- A sales team that goes out and sells the tours to potential clients and to the retailers.

- Marketing materials comprising at minimum a tours booklet and website describing each attraction or experience in some detail. Directly accessing guests at hotels in the South must be prioritized thereby breaking the traditional strong hold of the DMCs and hoteliers.
- A cadre of freelance, trained tour guides to select from.
- Payment systems such as credit cards and e-payments for persons booking on-line
- Adequate public liability insurance to protect against lawsuits and other claims against the company
- Operating Policies such as:
 - Credit limits
 - Commission Levels
 - Refund Policy
 - Cancellation Policy
 - Vehicle and location standards
 - Tour minimums etc.
- Working contact numbers (this requirement must not be underestimated).

1.5.4 Human Resources

The skills set required to run a successful tour company would include the following:

- A thorough knowledge of the local tourism industry including the nature of relationships and procedures involved between overseas tour operators, local suppliers and destination representatives.
- Knowledge of quality and safety standards for sites and attractions
- A thorough knowledge of the local sites and attractions, their history and significance.
- The ability to coordinate a large number of suppliers and service providers to deliver a trouble free and enriching experience to clients.
- Ability to conduct and manage sales and promotional activities.
- Shrewd financial management to ensure continual cash flows and overall profitability.
- A board of directors with vision and the ability to think strategically about capturing a significant share of the tours market.

Because of lack of internal capacity, the entity may require technical assistance to prepare and execute its marketing plan. Currently the STDC is staffed by two persons plus the manager/CEO. Only one of the staff has had experience in the promotion and sales of tour packages.

The STDC is staffed by one secretary with the president taking on most of the executive functions of the association. If this organization is to become a tour company then it will need additional staff with tour sales experience.

There will be need for a Tourism Development Officer/Tours Manager to work with consultants in developing the products. During the first year of operations a Sales Assistant will be required to work with market targets and to realise 30% market share of Vieux-Fort tourists.

1.5.5 Marketing

Prior to commencing operations, a comprehensive marketing plan will have to be prepared. Both organizations under consideration will require technical assistance (and funding) to prepare a marketing plan.

1.5.6 Financial Resources

Any existing entities taking on the mantle of promoting southern tours will most likely have to source external funds (since both the STDC and the SLNT are affected by a low level of surplus funds). It is therefore unlikely that they will be able to afford a large scale investment or advertising campaigns across several media in the short term.

The STDC already has functioning offices so capital needs for Office equipment will be minimal. However, the offices of the SLNT on the Point Sable beach provides further physical office space and perhaps a more suitable site to house the tours agency for the PSEPA and Vieux-Fort.

Most of the start-up capital will be required for acquiring collateral material conducting complimentary Familiarization Tours and developing a tours web site.

CAPITAL ITEM	Cost (XCD\$)
Marketing materials	5,000
Website	5,000
Documentation	2,000
Office Furniture and equipment	
<i>Desks and chairs</i>	3,000
<i>Computers and Communications</i>	10,000
<i>Other items (décor, microwave, kettle etc).</i>	5,000
Total	30,000

Fig 2: Table showing a breakdown of capital needs.

Possible sources of capital are the St Lucia Development Bank, the organization's own financial resources, and Grant funds from programs that support sustainable tourism development, sustainable livelihoods, environmental management and export development.

1.5.7 Sales and Revenue Estimates

Assumptions for 2010/2011:-

- The company is able to realize a 30% gross profit margin on sales
- Tourist arrivals and spending will not vary materially from 2009 levels
- *Stay-over visitors and yachtsmen spend an average of EC\$117, Cruise Visitors - EC\$95.00

2010/2011 Estimated Earnings based on 2009 figures. (\$EC)						
Segment	# of tours taken	*Estimated Spend	STDC's Mkt. Share	# of guests	STDC's Sales (yr 1)	Revenues (30% Margin)
Stay over (south)	12,392	1,449,864	30%	3,718	434,959	130,488
Stay over (other)	182,552	21,358,584	1%	1,826	213,586	64,076
Cruise	345,800	32,851,000	1%	3,458	328,510	98,553
Yacht	7,999	935,883	10%	800	93,588	28,076
Total	548,743	\$56,595,331		9,801	\$1,070,643	\$ 321,193

Fig. 3: The above figures suggest an average of 1500 people taking tours each day (360 days/yr). Of this amount STDC would carry 28 persons on tour each day.

1.5.8 Operating Expenses

The following table illustrates the anticipated operating expenses for the first year of operations (2010/2011)

EXPENSES	ESTIMATE
Tourism/Tours Manager	42,000
Sales Assistant 1	30,000
Rent	12,000
Utilities and Consumables	12,000
Promotion	10,000
Depreciation	10,000
Liability Insurance	3,000
Transportation	14,400
Total Expenses	133,400

Fig 4. Estimated Operating expenses for Year 1

1.5.9 Five (5) Year Income Projections

Assumptions:

- Sales will grow at a rate of 20% for the first 2 years and at 10% thereafter
- Salaries will grow at 5% per year and other expenses will grow at a rate of 10% per year.
- A new junior staff member will be added in year 3 at a salary of \$30 000 per year
- Capital Expenditures will be amortized over a 3 year period (\$10 000/yr)

Table: Sales and Income Projections 2011-2015

Year/Item	2011	2012	2013	2014	2015
Projected Sales (EC\$)	1,070,646	1,284,775	1,541,730	1,695,903	1,865,494
Gross Margin (30%)	321,194	385,433	462,519	508,771	559,648
Expenses					
Tourism Manager	42,000	44,100	46,305	48,620	51,051
Sales Assistant 1	30,000	31,500	33,075	34,729	36,465
Sales Assistant 2		-	30,000	31,500	33,075
Tour Guides					
Rent	12,000	13,200	14,520	15,972	17,569
Utilities & Consumables	12,000	13,200	14,520	15,972	17,569
Promotion	10,000	11,000	12,100	13,310	14,641
Depreciation	10,000	10,000	10,000		
Liability Insurance	3,000	3,300	3,630	3,993	4,392
Transportation	14,400	15,840	17,424	19,166	21,083
Total Expenses	133,400	142,140	181,574	183,262	195,846
Profit (Loss)	187,794	243,293	280,945	325,509	363,802

Fig 5: The above figures demonstrate that if the tour company was able to secure as little as 30 clients per day, it would become a profitable operation.

1.6 Conclusions and Recommendations

The following is considered the sequence of activities leading up to an integrated tour development plan for the south:

- a) Confirm STDC as the focal entity with responsibility for promoting PSEPA tours. Essential items for such an entity would be office space, adequately trained staff in sales, customer service and administration, communications tools, contract forms, adequate working capital and good relations with suppliers.
- b) Identify all locations and activities in the south/PSEPA that provide a unique experience for visitors.
- c) Combine locations where possible to provide interesting variety to a tour which can be executed within a predefined time frame. (I.e. 4 hours for half day tours and 6 -8 hours for a full day tour).
- d) Test potential tours with surrogates and sales persons to identify weaknesses and tweak them to meet market expectations.
- e) Acquire and train tour guides and other front line personnel.
- f) Develop and execute the marketing plan.

Abbreviations

CEO	Chief Executive officer
EPA	Environmental Protection Area
DMC	Destination Management Company
IRR	Internal Rate of Return
MCE	Management Coordinating Entity
NDC	National Development Corporation
NPV	Net Present Value
PSEPA	Point Sable Environmental Protection Area
SLNT	Saint Lucia National Trust
STDC	Southern Tourism Development Corporation

Appendix 1: Implementation Plan and Resource Allocation for Tourism Development in PSEPA

The following matrix outlines the budgetary requirements and agenda for the proposed initiatives.

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
Festival Development <i>Festivals activities which include Calallou Night, Jazz at the Mill, Beach theatre and Quek Quak Night. These are intended to be seasonal activities (perhaps weekly or monthly or during peak seasons).</i>	1. To hire a consultant to conceptualize and design the development of the various festival components.	15,000	STDC		X				
	2. To facilitate capacity building <ul style="list-style-type: none"> – food and beverage preparation and service training – health and safety training – story telling/acting training – technician training (sound and lighting) 	12,000	STDC		X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	3. To engage the services of various technical resource personnel - historian, playwright, set designer, director, sound and lighting technicians, cast and popular theatre, entertainment groups, etc.	35,000	STDC		X	X	X	X	X
	4. To develop and implement a marketing and promotion plan capturing the essence of the PSEPA/Vieux Fort that caters both to the local and international clientele.	22,000	STDC		X	X	X	X	X
	5. To develop and implement a sales strategy that captures the essence of the PSEPA/Vieux Fort.	3,000	STDC		X	X	X	X	X
	6. To initiate and develop relationships with various target markets (accommodation providers, cruise ships and local, regional and international tour operators).	2,500	STDC		X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
Educational tours (Historical and Natural)	7. To continuously monitor effectiveness and beneficiary satisfaction.	2,000	STDC		X	X	X	X	X
	1. To design tours and develop scripts which allow historical, environmental and cultural exploration while fostering an appreciation of the various livelihood activities of the PSEPA.	15,000	STDC	SLNT	X				
	2. To facilitate capacity building (tour guide training including health and safety, sales training)	8,000	STDC	SLNT	X	X	X		
	3. To effectively package the tours to reflect the environmental and cultural sensitivity of the PSEPA/Vieux Fort.		STDC	SLNT	X				
	4. To develop and implement a marketing and promotion plan that targets various viable markets (local and international clientele).	25,000	STDC		X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
Soft adventure tours (kite and wind surfing, kayaking, horseback riding and hiking)	5. To develop and implement a sales strategy that captures the essence of the PSEPA/Vieux Fort.	-	STDC		X	X	X	X	X
	1. To provide product development support for eco-sensitive tour products within the PSEPA/Vieux Fort.	-	STDC	Various Stakeholder groups (kayakers, horseback riders, wind and kite surfing.)	X				
	2. To facilitate capacity building (swimming, kite surfing, kayak training, tour guide training, horseback rider training and health and safety, sales training).	10,000	STDC	Various Stakeholder groups (kayakers, horseback riders, wind and kite surfing.)	X	X	X	X	X
	3. To effectively package the tours to reflect the environmental and cultural sensitivity of the PSEPA/Vieux Fort.	-	STDC	Various Stakeholder groups (kayakers, horseback riders, wind and kite surfing.)	X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	4. To develop and implement a marketing and promotion plan that targets various viable markets (local and international clientele).		STDC	Various Stakeholder groups (kayakers, horseback riders, wind and kite surfing.)	X	X	X	X	X
	5. To develop and implement a sales strategy that captures the essence of the PSEPA/Vieux Fort.	-	STDC	Various Stakeholder groups (kayakers, horseback riders, wind and kite surfing.)	X	X	X	X	X
Agro-tourism development	1. To conduct a needs assessment to ascertain support needed for compliance with visitor standards for various products (sea moss, charcoal).		STDC	SLNT	X				
	2. To provide technical and product development assistance based on assessment.		STDC		X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)					
			Lead	Support	1	2	3	4	5	
Craft development	1. To register and formalise the Craft Association defining its operations, procedures and structure.	4,000	STDC	Craft artisans	X					
	2. To hire an experienced general artisan to develop ideas or images for the production of souvenir items reflecting the PSEPA/Vieux-Fort.	20,000	STDC	Craft artisans	X					
	3. To develop the product concept that is reflective of the PSEPA/Vieux Fort product e.g. reflecting the importance of environment.	-	STDC	Craft artisans	X					
	4. To facilitate capacity building (artisan training to produce craft that can be coupled with Vieux Fort tours etc).	15,000	STDC	Craft artisans	X	X	X	X	X	
	5. To effectively package the product to reflect the PSEPA/Vieux Fort offering.	10,000	STDC	Craft artisans	X					

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
PRODUCT DEVELOPMENT	6. To develop and implement a marketing and promotion plan that targets the various markets (e.g. tours, various properties, departing visitors etc.)		STDC	Craft Association	X	X	X	X	X
	7. To develop and implement a sales strategy that targets the various markets (e.g. tours, various properties, departing visitors, etc.)	-	STDC	Craft Association	X	X	X	X	X
Mankotè mangrove	1. To construct a circumference fence at the mound at the Mankotè mangrove with access and egress points to manage patrons.	7,000	STDC		X				
	2. To construct an amphitheatre for the hosting of the Quek Quack night (stage, lighting, costumes, props, seats).	15,000	STDC		X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	3. To design, construct and maintain a boardwalk to facilitate kayaking and wildlife viewing throughout the mangrove.	80,000	STDC	Departments of Forestry and Fisheries, SLNT	X	X	X	X	X
	4. To continuously enhance the physical landscape at Mankotè and immediate environs to reflect environmental sensitivity.	5,000	Au Picon Charcoal Producers Group	STDC, Department of Forestry, SLNT	X	X	X	X	X
	5. To design, construct and maintain support facilities such as composting toilets, and other amenities. (see note 3)	35,000	STDC	Ministry of Communications, Works and Public Utilities	X	X	X	X	X
Craft Centre	1. To construct a craft centre in a strategic location to incorporated in all tours while accessible to other viable markets such as properties, departing visitors, etc.	To be funded by the GSLU	STDC	Ministry of Physical Planning	X				
Savannes Bay	1. To purchase a marine finger pontoon jetty for Savannes Bay (5x1 metres) that can also be used for tour operations.	25,000	STDC		X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	2. To continuously enhance the physical landscape at the Fishing Depot and immediate environs.	10,000	Fishermen at Savannes Bay	STDC	X	X	X	X	X
	3. To clean and maintain the physical environment as well as the provision of solid waste disposal facilities etc.	1,000	Fishermen at Savannes Bay	STDC	X	X	X	X	X
	1. To continuously enhance the physical landscape and immediate environs to reflect environmental sensitivity	5,000	STDC Seamoss Farmers	Departments of Fisheries and Forestry	X	X	X	X	X
	2. To clean and maintain the physical environment as well as the provision of solid waste disposal facilities etc.	1,000	STDC Seamoss Farmers	Solid Waste Management Authority	X	X	X	X	X
	1. To develop, enhance and maintain trails for horseback riding and hiking (at least 3 miles of trail)	36,000 (estimated cost: \$12K per mile)	STDC SEA	Department of Forestry, SLNT	X	X	X	X	X
Horse Back riding/hiking	2. To construct stalls and a tack room for horseback riding entrepreneurs.	40,000	STDC SEA	Construction Company	X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
Callalou Night	1. To construct a performance stage for entertainment purposes.	25,000	STDC	Vieux-Fort Town Council	X				
	2. To provide tents, toilets and seating facilities.	15,000	STDC	Private suppliers	X	X	X	X	X
	3. To clean and maintain the physical environment as well as the provision of solid waste disposal facilities etc.	2,000	STDC	Solid Waste Management Authority	X	X	X	X	X
	4. To provide amenities such as electricity, potable water etc.	2,000	STDC	Ministry of Communications, Works and Public Utilities	X	X	X	X	X
Tours (Educational, soft adventure)	1. To construct or enhance a current facility to provide a central, accessible sales office for the various tours which allows for bookings, inquiries, etc (e.g. SLNT office).	15,000	STDC		X				
General product development	1. To design drawings for various activities (landscape, architectural etc) in keeping with the PSEPA/Vieux Fort image.	20,000	STDC		X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
PRODUCT MANAGEMENT	2. To provide health and safety equipment (first aid kits, life jackets, etc).	6,000	STDC	Various stakeholders	X	X		X	X
	3. To develop and install signage for the various activities that is reflective of the PSEPA/Vieux Fort image.	20,000	STDC	Various Stakeholders	X				
	1. To prepare and implement security management plans for activities such as the Quek Quack night, Callalou night etc.	3,000	STDC	Royal St Lucia Police Force	X	X	X	X	X
	2. To prepare and implement solid waste management plans for each of the activities which take into consideration the image and environmental sensitivity of the PSEPA.	3,000	STDC	Solid Waste Management Authority	X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	3. To prepare and implement health and safety procedures for each of the activities with particular attention to the variations that exist among the various activities (e.g. life jackets etc for water based activities etc).	15,000	STDC	Ministry of Health Wellness	X	X	X	X	X
	4. To develop, apply and maintain standards manuals for the various activities which take into account the specific requirements (e.g. for horseback riding – regular visits by a vet)	-	STDC	Ministry of Tourism	X	X	X	X	X
	5. To facilitate the granting and maintaining the provision of operational aspects such as insurance, health certificates, etc.	-	STDC		X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	6. To build and maintain relationships with a wide cross section of talented performers in order to build a database for various activities such as Quek-Quak night, Jazz at the Mill and the Callalou Night.	-	STDC	Local performing groups and entertainers	X	X	X	X	X
	7. To prepare and implement an event management plan for the Callalou night which also includes arrangements for setting up and breaking down for the event.	-	STDC		X	X	X	X	X
	Total	EC\$584,500							

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