



Saint Lucia National Trust



**OECS Protected Areas and
Associated Livelihoods Project**

FINAL REPORT

31th August 2010

Sylvester Clauzel
Sustainable Development Consultant
PO Box CP 6151
Castries
St. Lucia.

Tel: 758-458-0008

Cell: 758-484-3119

E-mail: clauzels@scribalstlucia.com

URL: www.scribalstlucia.com

**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)**

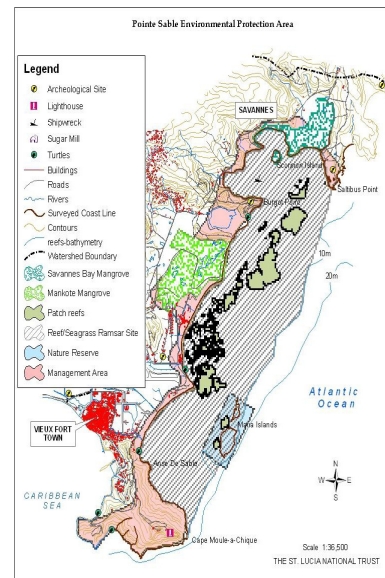


Table of Contents

List of Tables	5
List of Figures	5
List of Acronyms.....	6
1.0 EXECUTIVE SUMMARY.....	8
2.0 INTRODUCTION.....	10
3.0 BACKGROUND	11
3.1 The environmental agenda.....	11
3.2 Socio Economic Profile of the PSEPA and adjacent Communities.....	12
4.0 METHODOLOGY.....	14
4.1 Stakeholder analysis.....	14
4.2 Data Collection.....	15
4.3 Consultations.....	15
4.4 Feasibility Analysis.....	16
4.5 Institutional Support Analysis	17
5.0 FEASIBILITY ASSESSMENTS.....	18
5.1 Community Involvement.....	18
5.1.1 Community ownership	18
5.1.2 Community Priorities	19
5.1.3 Community Participation	20
5.2 Product Assessment.....	21
5.2.1 Attractions	21
5.2.2 Accommodation	21
5.2.3 Service.....	21
5.2.4 Infrastructure.....	22
5.3 Market Assessment	24
5.3.1 Pull Factors.....	24
5.3.2 Visitor Market	24
5.3.3 Competing destinations	25
5.3.4 Branding and Positioning.....	26
5.4 Institutional Management Arrangements.....	28
5.4.1 Challenges in managing the PSEPA.....	28
5.4.2 Institutional facilitation of local capacity building and empowerment.....	29
5.4.3 Tourism Management Coordinating Entity.....	30
5.4.4 Environmental Management Coordinating Entity	30
5.5 Financial Assessment of existing PSEPA Enterprises.....	32
5.5.1 Tourism development in Saint Lucia.....	32
5.5.2 Tourism enterprise development in the PSEPA.....	32
5.5.3 Assessment of business enterprises in the PSEPA.....	33
5.5.4 Conclusion.....	36

6.0 CONSULTATIONS	37
6.1 Visioning Workshop	37
6.2 Strategic Planning Workshop.....	38
6.2.1 Programme interventions.....	39
7.0 INTERVENTIONS FOR VIABLE ECONOMIC PURSUITS IN THE PSEPA	41
7.1 The strategic business interventions.....	41
7.1.1 The Festivals	42
7.1.2 Tours Development (Educational).....	43
7.1.3 Tours Development (Soft Adventure).....	44
7.1.4 Agro-tourism development support.....	46
7.1.5 Craft Development.....	46
7.1.6 Product development and enhancement.....	48
7.1.7 Project implementation cost.....	48
7.2 Management and Coordination.....	49
7.2.1 Purpose	49
7.2.2 Recommended Legal Structure	49
7.2.3 Internal Organization	49
7.2.4 Human Resources	50
7.2.5 Marketing.....	51
7.2.6 Financial Resources.....	51
7.2.7 Sales and Revenue Estimates	53
7.2.8 Operating Expenses.....	54
7.2.9 Five (5) Year Income Projections	54
7.3 Conclusions and Recommendations	56
7.3.1 Next steps.....	56
7.3.2 Final recommendations for implementation.....	56
REFERENCES	57
APPENDIX I: LOGICAL FRAMEWORK FOR PROGRAMME INTERVENTIONS – PSEPA.....	61
APPENDIX II: STRATEGIC TOURISM-BUSINESS INTERVENTIONS - PSEPA.....	74
APPENDIX III: STAKEHOLDER IDENTIFICATION AND ANALYSIS MATRIX – PSEPA.....	86
APPENDIX IV: TRIPLE-BOTTOM LINE APPROACH TO SUSTAINABLE LIVELIHOODS PROJECT	91
APPENDIX V: DESTINATION PERCEPTION SURVEY.....	92
APPENDIX VI: INTERVIEW GUIDE FOR GENERAL PUBLIC; PUBLIC AND PRIVATE SECTOR INSTITUTIONS; AND CIVIL SOCIETY GROUPS AND ORGANISATIONS.	97
APPENDIX VII: AGENDA FOR VISIONING WORKSHOP	98
APPENDIX VIII: VISIONING AND MISSION BUILDING EXERCISE	99
APPENDIX IX : AGENDA FOR STRATEGIC PLANNING WORKSHOP.....	100
APPENDIX X: ASSESSING THE CAPACITY OF COMMUNITIES IN PLANNING FOR TOURISM PROJECTS.....	102
APPENDIX XI: PARTICIPANT LIST – VISIONING WORKSHOP	103

APPENDIX XII: PARTICIPANT LIST – STRATEGIC PLANNING WORKSHOP 105
APPENDIX XIII: LIST OF PERSONS INTERVIEWED..... 108

List of Tables

Table No.	Description	Page
1	Ranking of various components of the Vieux-Fort tourism product	22-23
2	Income Statement of enterprises within the PSEPA	34
3	Estimated Project Implementation Cost	48
4	Breakdown of capital needs for start-up	52
5	2010/11 Estimated Earnings based on 2009 figures	53
6	Estimated Operation expenses for Yr 1	54
7	Sales and Income projections 2011-15	55

List of Figures

Fig. No.	Description	Page
1	Map of Point Sable Environmental Protection Area (PSEPA)	7
2	Vision statement for sustainable livelihoods in the PSEPA	37
3	Mission statement for sustainable livelihoods in the PSEPA	38

List of Acronyms

ACAPG	Aupicon Charcoal and Agricultural Producers Group
CDB	Caribbean Development Bank
CEO	Chief Executive officer
DMC	Destination Management Company
EPA	Environmental Protection Area
IRR	Internal Rate of Return
MCE	Management Coordinating Entity
NCA	National Conservation Authority
NDC	National Development Corporation
NGO	Non Government Organisation
NPV	Net Present Value
OECS	Organisation of Eastern Caribbean States
OPAAL	OECS Protected Area and Associated Livelihoods
PA	Protected Area
PSEPA	Point Sable Environmental Protection Area
SLNT	Saint Lucia National Trust
STDC	Southern Tourism Development Corporation
TBL	Triple Bottom Line

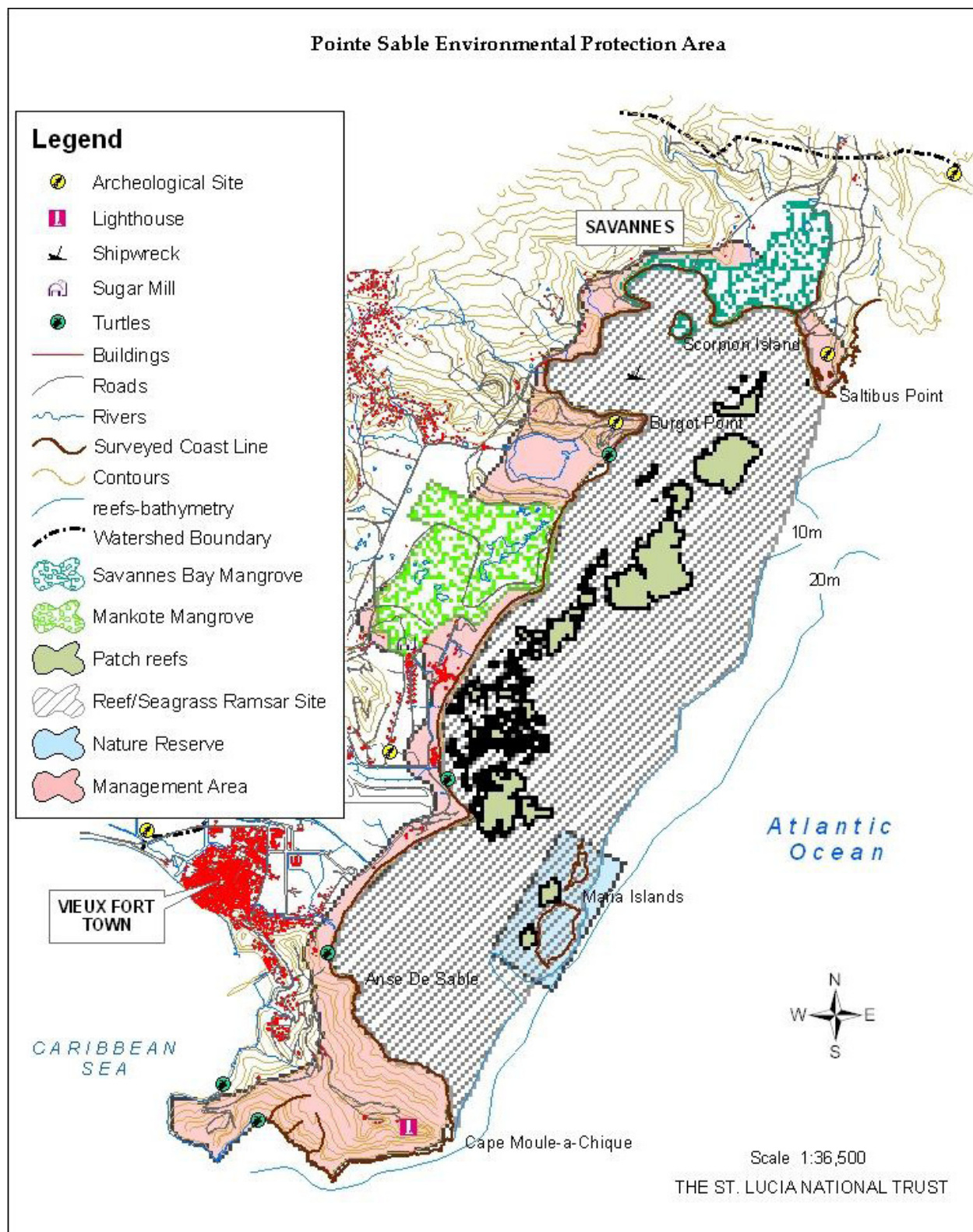


Fig 1: Map of the PSEPA showing the distribution of natural and cultural resources

1.0 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): 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
 - Mankótè 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 with an additional XCD\$163,400 for start up expenses and operating costs for the first year. Funding sources include the OPAAL project, GEF and SFA 2004 which require near immediate resolution to advance the implementation of this plan.

2.0 INTRODUCTION

The Saint Lucia National Trust contracted the services of **Sylvester Clauzel** to conduct a feasibility study to determine the socio-economic value and cost benefit of both existing and new livelihood sub-projects in the Pointe Sable Environmental Protection Area (PSEPA). The project was formally initiated at a meeting held on Friday, June 18th 2010 between the two parties, following notification of contract award. The project was expected to end by July 30th 2010, but a combination of circumstances required the protraction of the project end to August 31st 2010.

The contract deliverables included a literature review, stakeholder analysis, stakeholder consultations (with resource users, tourism business interest, including hotels and tour operators, Government agencies, and the financial credit sector); conduct of two workshops including a visioning workshop and a strategic planning workshop, conceptualisation and financial feasibility assessment of business initiatives in support of sustainable livelihoods; and institutional arrangements and policy framework for management of the initiatives within the PSEPA.

The outputs include a complete assessment of the macro-economic environment within which the various business beneficiaries are expected to operate, as well as an analysis of some of the main current livelihood initiatives. This is followed by a detailed strategic programme intervention to provide the institutional and implementation framework for the delivery of sustainable livelihood initiatives within the PSEPA and its immediate environs.

In addition, a detailed strategic business intervention plan is submitted to provide the details for the institutional, product, market and capacity building components that is expected to secure the sustainable livelihoods of business entrepreneurs associated with the PSEPA. The framework presented is intended to provide a viable economic alternative to other non-compatible developments which may be presented to policy makers from time to time.

3.0 BACKGROUND

3.1 The environmental agenda

The Pointe Sable Environmental Protection Area (PSEPA) is a narrow coastal strip of crown lands stretching along the southeast coast of the island, quarter of Vieux Fort. The 1038 hectares site was declared a protected area under Section 34(2) of the Physical Planning and Development Act (No. 29 of 2001) and was later gazetted in August 2007 by the Government of Saint Lucia (Gardner, 2009). The PSEPA possesses diverse and important natural and cultural resources, including tropical dry forest, mangroves, sea grass beds, coral reefs, beaches, offshore islands, endemic reptiles, historic and archaeological sites, traditional technologies, and oral traditions and also supports a range of social and economic activities (SLNT, 2010). The site is also home to a number of internationally recognised protected areas and or reserves notably, Savannes Bay Mangrove and Mankôtè Mangrove which were declared Ramsar sites in 2002, and Scorpion Island and Maria Island as a wildlife reserve (Gardner, 2007, 2009, SLNT, 2010).

Over the past two (2) decades, extensive consultation has occurred with regards to the establishment of suitable mechanisms for the sustainable management of the resources in the Pointe Sable Area. Consultations in the early 1990s were spearheaded by the Pointe Sable National Park Planning Committee (PSNPPC), which was superseded in 1997 by the Pointe Sable National Park Advisory Committee (PSNPAC). The PSNPPC was later charged with the development of management guidelines for the PSEPA, with funding from the United Nations Environment Programme (UNEP) (SLNT, 2010).

The concept of the PSNP eventually evolved into that of an environmental protection area¹, which allowed for sustainable use and effective management of the resources within the site. The notion of the Pointe Sable Environmental Protection Area (PSEPA) sought to promote the integration of all aspects of development and associated livelihoods to encourage sustainability, employment, social development and maximized economic benefit for the Vieux Fort community (SLNT, 2010).

¹ The Physical Planning and Development Act 2001 allows for the declaration of environmental protection areas

3.2 Socio Economic Profile of the PSEPA and adjacent Communities

Despite the expansions in the tourism industry and the presence of light industry and manufacturing, 28.8% of the population of St. Lucia fell below the poverty line between the period 2005/6. The national unemployment rate for Saint Lucia is estimated at 16.7% of the labour force, which is directly linked to the relatively high levels of poverty experienced within various districts. Vieux Fort, with a total population estimated at 14,096 persons, has recorded for the period 2005/2006 an indigence level of 4.8 % whilst poverty is estimated at 23.1% for that same period (CDB, 2006). The percentage distribution of the population by socio economic status according to district revealed that 18.2% of the population of Vieux Fort was deemed to be poor but not indigent whilst 15.4% were considered vulnerable (CDB, 2006). The Saint Lucia Country Poverty Assessment 2005/2006 further reports that Vieux Fort was among two other districts and sub-urban areas with the largest proportions of females (15 years and over) who were classified as indigent in Saint Lucia. A high level of indigence was also found among men in Vieux Fort, and was attributed to the decline in manufacturing in the area.

Unemployment levels in Vieux Fort, though not calculated by sector, are recorded as the highest on island (Espeut, 2006). Espeut reports further that the poorest community relative to the PSEPA that is, Belle Vue was ranked by the Central Statistical Unit as 31st poorest in Saint Lucia, with the remaining communities the having similar socio economic profiles and or characteristics. This highlights the high level of indigence and or poverty which surrounds the PSEPA and which also poses a serious threat to the integrity of this complex ecosystem. Though no empirical data has been collected, it can be assumed that the disproportionate distribution of poverty within the island particularly in the context of Vieux Fort, the country's second largest town is due to its unequal participation in tourism development a major force of economic activity for Saint Lucia, its continued reliance on agriculture a declining industry, land degradation, habitat destruction and consequent loss of productivity (SLNT, 2010).

To compound the problem, the south of the island accounts for only 9 per cent of the accommodation stock available on the island. It should therefore not be surprising that most visitors although landing at the international airport travel to the north for their

accommodations (Clauzel, 2001). Similarly the availability and quality of services and other amenities may also impact on the desirability of Vieux Fort as a potential tourism hub.

There is a noticeable lack of permanent housing structures within the boundaries of the Pointe Sable Environmental Protection Area (PSEPA), notwithstanding, the site's resources continue to facilitate a range of activities that provide direct social and economic benefits to resource users and surrounding communities, largely through tourism and agriculture (Espeut, 2006; SLNT, 2010). Historically, the primary economic activities in these communities were and still remain today agriculture and other related activities. Because the PSEPA is located adjacent to Saint Lucia's second largest district, Vieux Fort, resource users emanate from adjacent communities including Bruceville, Bellevue, Beausejour, Pierrot, Aupicon, La Tourney, Grace, Belle Vue, Black Bay, La Resource, Retraite, Cacao/Vigé and Moule-a-Chique. These populations are directly affected by management regimes and activities within the PSEPA and likewise their actions impact on the integrity of the environmental protection area. Residents from other districts, including Laborie and Micoud, along with recreational users from the north are also classified as users of the resources within the PSEPA. Factors to be considered with reference human or anthropogenic impacts on the resource base of the PSEPA are: patterns of land tenure (within adjacent communities), employment generating activities (livelihoods), household income, household size, housing etc.

4.0 METHODOLOGY

The approach adopted in the execution of the assignment was based on the premise that the viability of a project cannot be determined by mere financial analysis alone. The analysis must adopt a holistic perspective. For this purpose the feasibility assessment used the triple bottom line (TBL) approach. This methodology suggests giving equal weighting to environmental and social imperatives precisely because of the ecological sensitivities of the Protected Area, as well as the vulnerable communities and their traditional dependencies on the resources of the area for their livelihood pursuits. All projects identified were assessed using the TBL (See Appendix IV). Whilst this is the overall principled approach the methodological sequence was as follows.

4.1 Stakeholder analysis

Managing a protected area is very complex natural resource management activity which actually refers to multifarious relationships between human beings and the resources upon which they depend. The complexity of this relationship should not be underestimated. For this reason, and in order to determine the stakeholders and their relationship to the resources, it was necessary to conduct a detailed stakeholder analysis. It was further necessary to distinguish the various groups and their respective inputs into the planning process.

The process for identifying stakeholders included a comprehensive stakeholder analysis whereby an attempt was made to understand the benefits derived from the use of resources within the PSEPA, expectations for improvement of the PSEPA, conflicts between other resource users, and their willingness to participate in the process of developing and managing the PSEPA. The groups were divided into five groups to include Resources Users (Seamoss farmers, charcoals producers and loggers, fishers and boat owners, horseback riding entrepreneurs, craft makers, recreational users, tour operators and guides, wind and kite surfing operations, kayaking operations, and dive shops.) Hospitality Sector and operators of tourism activities (Car rentals, restaurants and bars, Other entertainment, Hotels and Guesthouses); NGOs and supporting institutions (STDC, NDC, NCA, SLNT and OECS-ESDU); regulatory Institutions (Dept of Fisheries, Dept. of Forestry, Department of

Sustainable Development, Development Control Authority, Ministry of Economic Affairs, St. Lucia Bureau of Standards, and others to include (students, researchers and visitors). Appendix III provides the stakeholder analysis and identification matrix.

4.2 Data Collection

Data collection took several forms beginning with a literature review, which examined largely secondary data, but also provided the historical perspective on existing livelihoods and resource management issues as well as an understanding of the issues affecting the area and the possible economic opportunities available.

The second methodology used was questionnaires, both structured and semi-structured, which was administered to stakeholders to gauge the status and perception of developments including tourism and commercial development in Vieux-Fort and the PSEPA (See Appendices V and VI). The stakeholder analysis provided the list of some of the stakeholders to be interviewed. However interviews were conducted of a wide cross section of public and private sector institutions including the financial lending sector, civil society including churches and friendly societies, and the general public.

4.3 Consultations

Consultations are often used as an important tool in collecting data but should also be used for analysing the data collected. In this regard, data collected from stakeholders will be presented at two consultations to test the veracity of the information collected, and to seek consensus on its meaning and implications for management. In this process, it is important to ensure that such meetings are not merely forums for communicating information but actually seek to engage stakeholders and to incorporate their consensus positions into the product document or activity.

In this regard two consultations incorporating workshop activities were held with beneficiary groups and other stakeholders. The first workshop will be a visioning workshop where presentations will be made on the status of the natural resources within the PSEPA, on the status of tourism in the Caribbean generally, Saint Lucia specifically and

its implications for tourism within the PSEPA (See Appendix VII for workshop agenda). Participants were taken through specific participatory activities, where they developed draft Vision and Mission statements for the Sustainable Development of tourism in the Pointe Sable area (See Visioning and Mission building activities as Appendix VIII).

The second workshop was a strategic planning workshop, where the draft vision and mission statements on sustainable tourism development were developed at the visioning workshop, presented and discussed (See Appendix IX for workshop agenda). The intervention logic for viable livelihood initiatives within the PSEPA, extracted as logical objectives from the mission statement were also presented and debated. The workshop sought to take participants through a process of participatory planning whereby draft interventions for each proposed livelihood project were developed and analyzed against the background of the triple bottom line as seen in appendix IV but using a feasibility and demonstration value framework for assessing the capacities of communities for tourism development projects (See Appendix X).

4.4 Feasibility Analysis

The feasibility study for the PSEPA incorporated the social, environmental and economic viability of proposed livelihoods projects, including a cost benefit analysis of each. The social analysis examined the capacity of the project to contribute to social development within the PSEPA and its environs; the environmental analysis explored how the initiatives could contribute to an improved natural environment through better management practices; and the economic analysis investigated how financially viable and sustainably economic the identified activities with a tourism focus would have within the Protected Area.

This initial analysis was conducted as activities within the second workshop and resulted in the following initiatives: Festivals (Callalou Night, Jazz at the Mill, Beach Theatre, Queek-Quak in the Mangrove); Agricultural Development (Seamoss, Charcoal, Latanier); Tours (historical and natural); Craft Development (Souvenir items to support festivals and tours); and Trails for Horseback riding and hiking. These were then reviewed by a financial business consultant who examined cash flow and profit margins for all the projected

business initiatives. The initial results indicated that the agricultural pursuits were not financially viable enterprises, and would only survive if value-added business initiatives were explored or they were linked to bigger tour packages. This resulted in producing business plans as well as three-year financial projections, with alternating scenarios and assumptions.

4.5 Institutional Support Analysis

The terms of reference requested an analysis of the institutional support structures to include relevant, institutional and organizational arrangements/mechanisms and to make recommendations for improved support of the proposed livelihood sub-projects. The services of many of these institutions were examined at both the consultation phase as well as during the post-workshop phase. Institutional support structures for financing, appropriate technologies for environmental management, social networks, etcetera, were assessed and attempts to establish working linkages between the beneficiaries and those institutions were explored and facilitated where agreeable.

5.0 FEASIBILITY ASSESSMENTS

Feasibility studies are critical elements of any project, whether in tourism or any other industry. It is important to know how feasible a project is before it is embarked upon. By that we mean: how much it will cost and can this cost be met by the revenue it will generate; what impact will it have on the host country/community, for example, how many people will be employed, or benefit in one way or another, or will it have negative impacts on the community. What are the environmental costs? Will it have negative impacts on water quality or land uses, and can these be mitigated? Most importantly, is there a reliable market for the product being produced? All these and others are some of the critical questions that must be answered, before a project is given the green light to proceed. If not, the project developers will be proceeding to spend time and money on a project whose feasibility has not been determined, and which may end up in failure. For these reasons, this feasibility analysis will incorporate assessments covering the combination of host community, product, market and financial performance.

5.1 Community Involvement

Stakeholder knowledge of the PSEPA is primarily from personal interests or based on interaction in a professional capacity. As such, many interpretations of the area were somewhat technical and representative of information that may have been received from the Saint Lucia National Trust, but not with the accompanying level of understanding or conviction. It should be noted however, that the appreciation of the PSEPA was closely linked to the perceived importance of the recreational value of the area to the people of Vieux Fort, primarily and secondly to its fishery resource, namely sea urchins, pot fish and pelagic species landed in its Bays.

5.1.1 Community ownership

Whilst the area is viewed as one that is vital for recreational use in Vieux Fort it appears to be overlooked by those who should have a vested interest in protecting it. The people of Vieux Fort also have a somewhat diminished appreciation of the PSEPA in relation to their town. It is perceived that the area, particular the recreational beach areas of Bois Chadon

and Anse de Sable, are taken for granted because it is assumed that they will always be available for recreational use. There appears to be a disconnection between the people of Vieux Fort and the importance of protecting the PSEPA, thus leading to a perhaps diminished appreciation for the importance of the area. Additionally, the possibility of potential conflict is noted because of its intrinsic value and the potential for development of various touristic and recreational activities.

There is also a historical perception that residents of the southern town of Vieux-Fort are unproductive and not generally entrepreneurial. However, this perception stems from what historian Jolien Harmsen describes as a history of external usurpation of their lands and resources. From the earliest inhabitants, the Kalinago, to the present generation, external agencies, companies, and foreigner nationals have landed in Vieux-Fort and taken the best lands, the best beaches and the most productive resources for themselves, and used these for external pleasure and profit.

Parliamentary Representative for Vieux-Fort South (which includes the PSEPA), Dr. Kenny Anthony, whilst recognising the importance of the PSEPA as a natural resource management tool, says that the establishment of the PSEPA is a largely externally initiated and driven programme, which continues to contribute towards the feeling of “alienation within their own space” of the average Vieux-Fort resident. He proposed that the management of the PSEPA should priorities the exclusive right of the Sandy Beach area (Point de Sable) for local recreation and enjoyment, if the PSEPA should warrant any chance of host community acceptance.

5.1.2 Community Priorities

The disengagement between the people of Vieux Fort and the importance of the PSEPA may be attributable to the fact that protection of the environment is perhaps not a primary area of concern for the people of Vieux Fort. This research suggests that economic sustenance is of greatest priority. As such, income generating opportunities and employment are seen as most important, followed by the need for recreational activities. This is directly linked to the presence of the PSEPA which affords the Vieux Fort community recreational opportunities. It is suggested that a contributing factor to the environment not being considered as a high priority concern, may be the result of limited information

disseminated to the public, and the fact that they do not perceive environmental protection to directly impact their livelihoods.

5.1.3 Community Participation

Poor dissemination of information may be related to the reported lack of community involvement in decision making surrounding the PSEPA. While the government appears to recognise the importance of the PSEPA, decisions regarding the area seem to be top-down in nature, minimising community involvement. Involvement is seen to be limited and the people of Vieux Fort do not seem to have sufficient representation on issues affecting them. There are two potential contributing factors: a lack of interest since there is no direct link to their livelihoods; and an inappropriate means of communicating the importance where the incentives and linkages to livelihoods are insufficiently highlighted.

5.2 Product Assessment

5.2.1 Attractions

The product strengths of Vieux Fort are perceived to be the laid back nature, the peace and quiet and the friendliness of the people inherent to Vieux Fort. With regard to the activities offered in the Vieux Fort area, the soft adventure activities as well as water sports, especially the wind and kite surfing, are seen as primary pull factors. The beaches and the natural environment are also recognised as significant assets. There was one caveat to the quality of the Point De Sable beach, where it generates a lot of seed weed at certain times of the year, and which may hinder its attractiveness.

While the existing attractions are seen as quite commendable, there is a need for other attractions within the Vieux Fort area. In addition, where there are activities available, there is an apparent lack of standards and appropriate packaging to effectively market them as viable product offerings. The absence of fine dining restaurant facilities in Vieux Fort is viewed as a weakness in the existing product offering since it is highly requested and seen as integral to the pool of attractions in the area.

5.2.2 Accommodation

It is apparent that there is a lack of sufficient accommodation in Vieux Fort. While Coconut Bay Resort and Spa accounts for 254 of the rooms available, the smaller properties do not supply adequate room stock for other tourists who may not be interested in the all-inclusive product. Additionally, the service and general accommodation provision is seen as predominantly poor and inconsistent among the existing smaller accommodation providers.







5.2.3 Service

A major weakness in the product lies in the quality of service provided at restaurants and hotels primarily. Service is seen as predominantly inconsistent throughout these establishments. Coconut Bay is seen, however, as relatively consistent in providing good service to its guests. Service at other establishments such as supermarkets, banks, post offices, etc. is also seen as relatively good.

5.2.4 Infrastructure

The proximity to the international airport is viewed as a major asset to the tourism product in Vieux Fort. The convenience provided to visitors by the location of the airport is cited as an important selling point for Vieux Fort. Airline connections are also seen as integral to the strength of the product and have, in many cases, accounted for increased occupancy at properties in the area. There is a high correlation between the airlift provided at the visitor market especially in the case of source markets like Canada. Additionally, as a support service, the rental of cars in the area is also seen as a reliable service which sufficiently meets the demands of the market.

Public utilities, with the exception of water provision, are also seen as relatively commendable. The water supply is a debated issue as many stakeholders on the flatter terrain in Vieux Fort have no significant challenges while those in hillier areas report experiencing water shortages regularly.

PRODUCT	FAIR	GOOD	VERY GOOD	EXCELLENT
Accommodation Infrastructure				
Service quality at hotels				
Service quality at restaurants				
Service quality at other establishments				
Car rentals				
Beaches				






PRODUCT	FAIR	GOOD	VERY GOOD	EXCELLENT
Water sports				
Other attractions				
Infrastructure				
Water				
Airline connections				

Table 1: Ranking of various components of the Vieux Fort Tourism Product

5.3 Market Assessment

5.3.1 Pull Factors

The majority of visitors patronise Vieux Fort because of the warm weather, sea and sand. This is consistent with the market pull factors for Saint Lucia and most other Caribbean destinations. But more specifically to Vieux-Fort is perhaps the natural, serene environment that is seen as pristine and untouched. Further to this, water activities, specifically wind and kite surfing, account for a considerable number of visitors to the area and is responsible for approximately 2,535 bed nights for the first six months of 2010. Coconut Bay Resort and Spa is a 247 room all inclusive property, also attracts a substantial portion of visitors and is recognised as a primary pull factor.

5.3.2 Visitor Market

The Vieux Fort visitor market is dominated by primarily US clientele. It accounts for more than 50% of the tourist market. The UK is also seen as substantial in Vieux Fort with approximately 30% of the visitor market. The Caribbean market also has a presence, particularly with regard to business tourism. Canada is also seen as an emerging market.

Coconut Bay presents a slightly different scenario. While it is dominated by the US and UK markets, Canada provides almost 80% of its clientele during the months of December to April. This is resultant of the relationship that exists with Transat, a Canadian tour operator with airlift to the island, which sends its clients to the property. Additionally, they are also able to capture the Caribbean leisure market especially from the French Caribbean market and from locals.

Another unique feature of the Vieux Fort market is the very international clientele that is attracted by the kite and wind surfing activities provided by the Reef Kite and Surf operated on the Anse de Sable beachfront. Their clientele, while also predominantly from the US and UK, is also characterised by visitors from Europe, Australia, New Zealand, South

America and Russia. Average length of stay is 10.7 nights per person², which compares favourably with the national average of 7.97.³

5.3.3 Competing destinations

While Vieux Fort may attract a distinct clientele because of its predominantly nature based product offering and the presence of an all inclusive resort, there are significant competitors within the region and internationally. Competitors are however quite varied as they are based foremost on the various activities available in Vieux Fort rather than Vieux Fort as an all encompassing destination.

5.3.3.1 Kite and wind surfing competitors

In the case of kite and wind surfing, for example, it is recognised that the 20 destinations that offer a similar wind and kite surfing environment characterised by high winds and warm water, are its major competitors. Among these, the destinations that present perhaps the greatest competition are Dominican Republic, Venezuela, Margarita, Antigua, Cape Verde and Barbados which provides similar conditions.

5.3.3.2 Horseback riding competitors

The horseback riders identified Barbados, Trinidad and Jamaica as their major competitors since they are the primary participants in horseback activities including racing. The product in Saint Lucia is mainly recreational with tours through various trails. This is reflected in the Vieux Fort offering as well, with guided tours being conducted in the PSEPA while racing is still in its nascent stages and is still relatively informal. While Trinidad and Barbados compete in the area of racing with established horseracing tracks, Jamaica offers a more all encompassing product offering both recreational and racing facilities.

5.3.3.3 Accommodation competitors

For the smaller properties, destinations offering a similarly intimate, natural tourism product are seen as competitors such as Dominica, Martinique, St Maarten and Tobago. Coconut Bay resort and Spa, as the sole all inclusive resort in Vieux Fort views destinations

² Statistics for The Reef Kite + Surf, July 2010.

³ SLTB Statistics, May, 2010

offering all-inclusive resorts within a warm weather environment as its primary competitors. These include Barbados, Jamaica, US Virgin Island and Dominican Republic.

5.3.3.4 Local competitors

In addition to the regional and international competitive forces, several competitors were established within St Lucia. The destinations that emerged as competitors ranged from those offering a different touristic offering to those that offered a similar product. To this end, the northern tourism belt offers a distinct experience, inclusive of shopping, night life and restaurants, which acts as a significant alternative pull factor to visitors to Saint Lucia. Soufriere, Laborie and Dennery however compete somewhat directly with Vieux Fort based on similar product offerings. The perceived competitive advantage among these other destinations in St Lucia lies in the presence of more attractions, activities when compared to Vieux Fort's offerings.

5.3.4 Branding and Positioning

Tourism is the fastest growing sector in the Saint Lucian economy. In 2009 the total number of visitors was estimated at 1,009,794⁴, a 7.7 per cent increase from 2008 (Saint Lucia Tourist Board, 2009). Its direct contribution to real Gross Domestic Product (GDP) was estimated at 30 percent in 2008 using the tourism satellite accounting framework⁵ conceptualised by the United Nations World Tourism Organisation (UNWTO) (Tourism Advisory Council, 2009). Though most tourism activity occurs in the north and south-west of the island, tourism-related activities currently undertaken in the PSEPA include hiking, picnicking, nature recreation and various forms of marine recreation (swimming, snorkelling, wind surfing, kayaking, diving and pleasure boating). In addition, the Government of Saint Lucia commissioned the development of a vision plan for the island which will encourage economic development in Vieux Fort, a major part of which includes a vision for tourism advancement for the southern town.

⁴ Total number of visitors incorporates, stay over, cruise and yachts

⁵ Tourism Satellite Accounting (TSA) System measures the relationship between other sectors which can be used to monitor tourism economic impacts, and to allow for effective and informed decision making.

The data highlights the need to identify opportunities for livelihoods in the island's south-east. Consequently, poverty in communities adjacent to the PSEPA can be addressed by taking advantage of the anticipated growth of tourism in Vieux Fort, while placing environmental conservation at the core of its activities.

The PSEPA in its natural pristine state, with a scattering of rural livelihood activities like seamoss and charcoal production, coupled with non-motorised activities like wind/kite surfing, horseback riding, hiking, kayaking, etc, presents an excellent product mix consistent with the image and pull. However, the needs of the discerning visitor should also be met, and this could be supported by an increase in fine dining options, coupled with local cuisine presented in clean, value-for-money, local settings.

5.4 Institutional Management Arrangements

While Vieux Fort has been 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.

5.4.1 Challenges in managing the PSEPA

Several challenges were cited regarding the institutional arrangements governing the PSEPA. One of the major challenges was 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.

5.4.1.1 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. In the case of the department of Fisheries its sphere of influence is relegated to the marine components. Unless, it is a reserve, such as the Mankôtè mangrove or Maria Islands Nature Reserve, the Departments of Forestry or Fisheries cannot enforce legislation in the area.

5.4.1.2 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. Although this land management, investment and

development agency has prepared a land-use plan for the area, it remains unclear what their intentions for development are.

5.4.1.3 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 institution⁶. 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.

5.4.2 Institutional facilitation of local capacity building and empowerment

Some of institutions do however engage with the community in different capacities. The Ministry of Social Transformation, Public Service, Human Resource Development, Youth and Sports holds community workshops to develop capacity as well as to discuss problems facing the area. It also acts as a facilitator for recommending funding from international and local agencies for various initiatives. The Department of Forestry has engaged in building public awareness about conservation among schools but is limited to matters pertaining to the forests.

Coconut Bay Resort and Spa, as the major hotel property in Vieux Fort has made a concerted effort to continuously engage with the local community. Their hiring philosophy has been one that is centred on developing local skills and as such, the employment strategy seeks persons “with the right attitude” and then trains to build capacity needed for

⁶ Gardner, L, 2009 p.32

the resort operations. Similarly, there is an evident impetus to create sustained linkages with the local suppliers of agricultural produce, craft and entertainment. They have used this as an effective tool since they ensure that the suppliers meet the specifications needed to meet the resort's standards. Additionally, there are outreach programmes with the local schools and they also sponsor many school events.

For other institutions, their initiatives are somewhat sporadic and responsive to the occasional demand. While they are keen on being involved in skills development and empowerment of the local people, they have expressed insufficient capacity to engage with the community as much as they desire. They have however expressed that there are a myriad of tools that can be incorporated to develop local capacity and empowerment such as public awareness initiatives, increased collaboration and marketing, among others.

5.4.3 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.

5.4.4 Environmental Management Coordinating Entity

The Saint Lucia National Trust (SLNT) has maintained an interest in Vieux-Fort for several years particularly because of the significant ecological and cultural resources within the

area, most notably within the PSEPA. The SLNT also has management responsibilities for the Maria Islands Nature Reserve, whose legal mandate to protect the ecological attributes of Saint Lucia finds fulfilment within this wildlife reserve. The SLNT has maintained some level of presence on the Anse de Sable beach for over 20 years through its operation of the now defunct Maria Islands Interpretation Centre. The building is now in a dilapidated state, however it continues to be used by the SLNT's Southern Chapter as well as provides office space for the Site Manager for the PSEPA⁷.

Overtures have been made by the STDC to collaborate with the SLNT in managing the PSEPA and using the building, at Anse de Sable, jointly for office space. The STDC believes that the mutual objectives of both organisations may be better served if resources and programmes are shared.

⁷ There exist controversy about the legal ownership of the building and the lease with the National Development Corporation for the space occupied on the beach. Crown Lands officials have joined the discussion claiming that that building, including the land on which it sits, is actually the property of the State and therefore falls under the jurisdiction of the Commissioner of Crown Lands.

5.5 Financial Assessment of existing PSEPA Enterprises

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. The livelihood activities presented to the consultancy for review included some agricultural pursuits, namely sustainable charcoal production using mangrove wood and dried seamoss production for sale to supermarkets or industry for processing; recreational horseback riding and an associated equestrian centre; craft industry; nature and historical tours including sea tours and wildlife viewing. These initiatives

5.5.1 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.

5.5.2 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.

5.5.3 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%	

Table2: 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.

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.

5.5.4 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.

6.0 CONSULTATIONS

Two major consultative meetings were proposed for the execution of the consultancy. These included a Visioning Workshop and a Strategic Planning Workshop. These workshops have a dual purpose. They perform the role of presenting producing outputs, like a draft vision and mission as well as the strategic interventions. However they are also used to analyse and verify the data collected from interviews and other sources.

6.1 Visioning Workshop

The Visioning Workshop was conducted on Thursday, July 15th 2010. There were twenty (20) participants ranging from resource users, business persons from the hospitality industry, and government agencies (See Appendix III). The data collected from stakeholders representing their perceptions on tourism and sustainable development in Vieux-Fort and the PSEPA, was presented for clarification and verification. Following this, an exercise in visioning was executed as described in the *Report on Framework for undertaking assignment*, p5. The draft vision and mission statements emanating from this exercise was subsequent presented at the Strategic Planning Workshop. After some discussion and debate the following vision and mission statements for the PSEPA was approved:

VISION

Development that prioritises local involvement, entrepreneurship and ecological protection focusing on nurturing the growth of the domestic economy and the promotion of sustainable livelihoods whilst providing a professional, warm and friendly service and a safe environment to all.

Fig 2: Vision statement for sustainable livelihoods development in the PSEPA

MISSION

To develop the capacity of entrepreneurs, civil society and institutional partners towards the sustainable development of the PSEPA through a process of business development, institutional strengthening, partnerships and public awareness that incorporates the principles of conservation, local ownership and empowerment.

Fig 3: Mission statement for sustainable livelihoods development in the PSEPA

6.2 Strategic Planning Workshop

The Strategic Planning workshop was conducted from July 27th-28th and attracted thirty-one (31) participants from a similar grouping to the visioning workshop (See Appendix III).

The objectives of the workshop were as follows:

- To identify the potential benefits to be derived from a sustainable livelihoods approach to protected area management
- To share methods and approaches that can be used to facilitate the effective involvement of stakeholders in the development of sustainable business and other revenue-generating opportunities within a protected area
- To identify key steps in converting a vision into a strategic plan for the development of viable tourism products;
- To identify expertise required for the conversion of a tourism project idea into a viable business initiative that enhances the natural resource base and simultaneously provides an economic and social livelihood to the host community.

The workshop succeeded in confirming the vision and mission statements as described above. It also exposed resources users and beneficiaries to the various tourism products within the PSEPA; took participants through the processes of doing participatory planning

and stakeholder analysis; and exposed them to the benefits of applying an integrated approach to achieving sustainable practices using the triple bottom line assessment tool.

The workshop also dealt with managing conflicting issues in natural resource management where livelihoods were dependent on the resource use; and understanding the expertise required in developing a business plan for potential entrepreneurial activities.

In order to achieve sustainability within the PSEPA, a programme of strategic interventions must be realised. This was extracted from the mission statement with guidance from the consultants.

6.2.1 Programme interventions

1. Public Awareness

Objective: To develop and engage in a public awareness drive that enables increased community involvement and fosters empowerment and improved communication among stakeholders.

2. Conservation and Preservation

Objective: To protect and conserve marine and land based resources through a system of sustainable use and effective management.

3. Capacity building and training

Objective: To enhance local capacity of civil society, resource users and the business sector for the development of sustainable livelihoods and to accrue benefits to the local community.

4. Product development

Objective: To create and/or enhance the provision of goods and services reflecting sensitive development of the ecological and cultural environment.

5. Business development

Objective: To foster the nurturing and expansion of local sustainable livelihoods through entrepreneurial development, job creation, strong linkages between public and private sectors, and a sense of resource ownership.

6. Institutional Strengthening

Objective: To build the capacity of developmental and regulatory institutions within the PSEPA by facilitating improved collaboration and meaningful exchanges of information and resources.

The aforementioned was used as the basis for the development of a logical framework which will provide the programme and intervention logic for the future management and sustainable development of the PSEPA over the next five years (See Appendix I).

7.0 INTERVENTIONS FOR VIABLE ECONOMIC PURSUITS IN THE PSEPA

7.1 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 Beanfield Mill, Beach Theatre at Anse de Sable, Quek-Quak in the Mankôtè Mangrove: (Provision of technical skills for research, production, design, scripting, recruitment, stage props, costumes, sound and lighting, seating, training of casts, marketing and promotions, etc.)
- **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.

7.1.1 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 historically referred to as “the Caribs”. This 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 communities⁸.

7.1.2 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 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

⁸ SLHTP, 2005

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.

7.1.3 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.

7.1.4 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 are identified under 7.1.6 Product Development and enhancement. 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.

7.1.5 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”⁹. 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, which 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 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. However, the site identified is a sensitive archaeological site, which is very disturbed, but still warrants an archaeological investigation before any structures are built. 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 terms of reference for an archaeological assessment of the predetermined site to ascertain suitability, as well as a viable business plan for its operations.

⁹ Ratta, 2001

7.1.6 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 Mankòtè Mangrove; 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. 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.

7.1.7 Project implementation cost

The implementation of this sustainable livelihoods project based on strategic tourism business interventions is expected to cost EC\$584,500. (See Appendix II)

Intervention	Estimated Cost
Product Development	410,000
Capacity Building	85,000
Marketing	52,500
Institutional Support	47,000
SUB TOTAL	EC\$584,500

Table 3: Estimated Project Implementation cost

7.2 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.

7.2.1 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.

7.2.2 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.

7.2.3 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).

7.2.4 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 the 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.

7.2.5 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.

7.2.6 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

Table4: Breakdown of capital needs for start-up.

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.

7.2.7 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

Table 5: 2010/11 Estimated Earnings based on 2009 figures.

The above figures in Table 5 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.

7.2.8 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

Table 6: Estimated Operating expenses for Year 1

7.2.9 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)

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

Table 7: Sales and Income Projections 2011-2015

The above figures in Table 7 demonstrate that if the tour company was able to secure as little as 30 clients per day, it would become a profitable operation.

7.3 Conclusions and Recommendations

7.3.1 Next steps

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

- a) STDC confirmed as the focal entity with responsibility for production and promoting of PSEPA products.
- b) Develop funding proposal based on logical framework and interventions strategy
- c) Establish tours management company as subsidiary of STDC
- d) Develop tour and activities packages; design festivals and product concepts
- e) Develop product development, marketing and capacity building programmes
- f) Conduct familiarisation tours and test products with local DMCs and promotional entities.
- g) Acquire and train tour guides, performers, casts and other front line personnel.
- h) Develop and execute the marketing plan.

7.3.2 Final recommendations for implementation

It is strongly recommended that this plan be executed in an integrated manner. Given the limited resources available, for which the plan may require incrementally implementation, this should not be done in a piece-meal manner. If the beneficiaries are to realise real and long-term viability of productive economic activities associated with the PSEPA, it is imperative that capacity building is only done in response to product development and marketing support initiatives. Otherwise stakeholders will be frustrated by their continued inability to attract the market for their products and services.

It is also critical that the technical design of the various interventions meet market standards including mandated health and safety requirements.

Finally, the institutional arrangements and support systems for the implementation of the plan must be carefully considered and the capacity of the implementation body, strengthened to ensure success.

REFERENCES

Clauzel, S. (2001). Developing a complementary tourism product to benefit local communities: The case of Vieux Fort, Saint Lucia. University of Greenwich. Medway, UK.

Espeut, P. (2006). Opportunities for Sustainable Livelihoods in One Protected Area in each of the Six Independent OECS Territories for the OECS Protected Areas and Sustainable Livelihoods (OPAAL) Project

Food and Agricultural Organisation (FAO). (2010). Fishery and Aquaculture Saint Lucia. Retrieved on 1 July 2010 from http://www.fao.org/fishery/countrysector/FI-CP_LC/en

Food and Agriculture organisation (FAO). (1981). Aquaculture development in the Caribbean. Report of a mission to Antigua, Haiti, Jamaica, Montserrat and St. Lucia, June - July 1980. Retrieved on 2 July 2010 from <http://www.fao.org/docrep/006/P4495E/P4495E07.htm>

Gardner, L. 2007(a). Review of the Policy, Legal, and Institutional Frameworks for Protected Areas Management in St. Lucia. Environment and Sustainable Development Unit, Organisation of Eastern Caribbean States. Saint Lucia

Gardner, L. 2007(b). Comparative Analysis for Development of a Harmonised Protected Areas Management Framework within the OECS Region. Environment and Sustainable Development Unit, Organisation of Eastern Caribbean States. Saint Lucia

Gardner, L. (2009). Management Plan for the Pointe Sable Environmental Protection Area 2009 - 2014. Government of Saint Lucia.

Geoghegan, T and Allan Smith. (1998). Conservation and Sustainable Livelihoods: Collaborative Management of the Mankôtè Mangrove, St. Lucia. Caribbean Natural Resources Institute (CANARI).

Geoghegan, T. (1997). Rural Development through Heritage Tourism: Guidelines for the Caribbean. Caribbean Natural Resource Institute (CANARI) Guidelines. Series 2

Government of Saint Lucia. (2000). National Biodiversity Strategy and Action Plan of St. Lucia: Protecting the Future. Ministry of Agriculture, Forestry and Fisheries. Saint Lucia

Government of Saint Lucia. (2004). Draft National Environment Policy and National Environmental Management Strategy for Saint Lucia. Ministry of Physical Development, Environment and Housing. Saint Lucia.

Government of Saint Lucia. (2008). Saint Lucia National Vision Plan. Ministry of Economic Affairs, Economic Planning and Investment. Saint Lucia

Government of Saint Lucia. (n.d.). Coastal Wetlands and Sustainable Livelihoods – OPAAL Project a Framework for Revision of the Systems Plan of Protected Areas for St. Lucia. Retrieved on the 28 June 2010 from www.slubiodiv.org/pdfs/Coastal_Wetlands.pdf

Government of Saint Lucia. (2009). Saint Lucia Economic and Social Review 2009. Retrieved on 24 June 2010 from <http://www.stlucia.gov.lc/docs/EconomicReview2009.pdf>

Haffey, D. (2009). A Systems Plan for Protected Areas in Saint Lucia. Saint Lucia National Trust. Retrieved on 1 July 2010 from <http://www.slunatrust.org/pdf/Systems%20Plan%20for%20Protected%20Areas%20in%20Saint%20Lucia.pdf>

Hudson, B. (2007). A Socio-Economic Study of Community Based Management of Mangrove Resources in St. Lucia. Natural Resources Institute. University of Manitoba, Winnipeg, Manitoba.

John, L. (2005). The Impact of the Mankôtè Project on Natural Resource Management Policy Development in Saint Lucia. Prepared through the project: “Charting a course for participatory conservation and development in the insular Caribbean 2006 -2010.” CANARI Technical Report No. 336

Kairi Consultants Limited. (2006). Draft Report: Volume III - Quantitative Assessment of Poverty in St. Lucia. Caribbean Development Bank. Barbados

Knechtle, J. C. (2008). The OECS Policy on Protected Areas Systems” And “The OECS Model Protected Areas System Act” Institutional Arrangements for Protected Areas Management. Final Report. Environment and Sustainable Development Unit (ESDU), Organisation of Eastern Caribbean States (OECS). Saint Lucia.

McDermott, C. (2005). Sustainable tourism linkages. Case study – Sea moss production in Praslin, St. Lucia. Natural Resources Systems Programme Final Technical Report of project R8325. Sustainable Economic Development Unit, University of the West Indies. Retrieved on 2 July 2010 from <http://www.research4development.info/PDF/Outputs/NatResSys/R8325AnnA5.pdf>

Organisation of Eastern Caribbean States, (1999). OECS Fisheries Management and Development Strategy and Implementation Plan. Natural Resource Management Unit. Saint Lucia

Ratta, A. (2001). Sector Study and Strategic Plan for the Handicraft Sector in Saint Lucia. SLHTP, Saint Lucia.

Saint Lucia Heritage Tourism Programme. (2005). Report on Socio-economic and product development assessment for community-based tourism of select communities in Saint Lucia. SLHTP, Ministry of Tourism, Saint Lucia.(Unpublished)

Saint Lucia Heritage Tourism Programme. (2002). Critical factors for market success of Nature Heritage Tourism in St. Lucia: A guide to planners and developers. Ministry of Tourism and Civil Aviation. Saint Lucia

Saint Lucia National Trust. (2010). Pointe Sable Environmental Protection Area (PSEPA) Sustainable Livelihood Project Proposal.

Saint Lucia Tourist Board. (2009). Saint Lucia tourist arrivals for the period January – December 2009.

Smardon, R. C. (2009). The Mankôtè Mangrove: Microcosm of the Caribbean. In “Sustaining the World’s Wetlands: Setting Policy and Resolving Conflicts.” Retrieved on 27 May 2010 from <http://www.springerlink.com/content/U66260M0X5382252>

Smith, A. H. and Berkes, F. (1993) 'Community-based use of mangrove resources in St. Lucia', *International Journal of Environmental Studies*, (43)2, pp. 123 — 131. Retrieved on 28 June 2010 from <http://www.informaworld.com/smpp/content~db=all~content=a770514684~frm=titlelink>

Tourism Advisory Council. (2009). Report on the tourism summit December 4 -5 2009. Ministry of Tourism and Civil Aviation.

United Nations Development Programme (UNDP), South – South Cooperation. (1999). Seamoss Cultivation in St. Lucia: Successful Rehabilitation, Sustainable Harvesting and Enhanced Income Generation with NGO assistance. Sharing Innovative Experiences. Examples of Successful Initiatives in Small Island Developing States. Vol. 2, pp. 133 -142. Retrieved on 2 Jul 2010 from http://ssc.undp.org/uploads/media/Seamoss_Cultivation.pdf

World Commission on the Environment and Development (WCED). (1987). Report on the WCED: Our Common Future. UN Documents: Gathering a Body of Global Agreements. Retrieved on 20 June 2010 from <http://www.un-documents.net/wced-ocf.htm>

World Resource Institute. (2000). Managing Mankótè Mangrove. "World Resources Institute 2000-2001: People and Ecosystems: The Fraying Web of Life." pp.176-177. World Resource Institute, Washington D.C.

APPENDIX I: LOGICAL FRAMEWORK FOR PROGRAMME INTERVENTIONS – PSEPA

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<p>VISION Development that prioritises local involvement, entrepreneurship and ecological protection focusing on nurturing the growth of the domestic economy and the promotion of sustainable livelihoods whilst providing a professional, warm and friendly service and a safe environment to all.</p>	<p>1.1 Involvement of locals in decision making. 1.2 Entrepreneurial spirit fostered among local businesses 1.3 Growth of the domestic economy. 1.4 Increased employment through sustainable livelihoods 1.5 Professional, warm and friendly service 1.6 Safe environment</p>	<p>1.1 Economic and Social Review 1.2 Reports from Department of Statistics on business growth and employment rates in Vieux Fort. 1.3 Monitoring reports by Departments of Forestry and Fisheries, SLNT. 1.4 STDC annual reports 1.5 Local newspapers 1.6 Interviews with stakeholders</p>	<p>1.1 Favourable economic environment 1.2 Continued positive growth of the local economy 1.3 Continued GOSL support for locally generated initiatives 1.4 Willingness of business entrepreneurs to engage in business opportunities</p>
<p>MISSION To develop the capacity of entrepreneurs, civil society and institutional partners towards the sustainable development of the PSEPA through a process of business development, institutional strengthening, partnerships and public awareness that incorporates the principles of conservation, local ownership and empowerment.</p>	<p>1.1 To develop and engage in a public awareness drive that enables increased community involvement and fosters empowerment and improved communication among stakeholders. 1.2 To protect and conserve marine and land based resources through a system of sustainable use and effective management. 1.3 To enhance local capacity of civil</p>	<p>1.1 Economic and Social Review 1.2 Reports from Department of Statistics on business growth and employment rates in Vieux Fort. 1.3 Monitoring reports by Departments of Forestry and Fisheries, SLNT. 1.4 STDC annual reports 1.5 Local newspapers 1.6 Interviews with</p>	<p>1.1 Continued support by the GOSL 1.2 Continued stakeholder interest and Involvement 1.3 Availability of funding 1.4 The PSEPA continues to be an environmentally protected area</p>

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
	<p>society, resource users and the business sector for the development of sustainable livelihoods and to accrue benefits to the local community.</p> <p>1.4 To create and/or enhance the provision of goods and services reflecting sensitive development of the ecological and cultural environment.</p> <p>1.5 To foster the nurturing and expansion of local sustainable livelihoods through entrepreneurial development, job creation, strong linkages between public and private sectors, and a sense of resource ownership.</p> <p>1.6 To build the capacity of developmental and regulatory institutions within the PSEPA by facilitating improved collaboration and meaningful exchanges of information and resources.</p>	<p>stakeholders</p>	

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 1.0: Public Awareness</i>			
To develop and engage in a public awareness drive that enables increased community involvement and fosters empowerment and improved communication among stakeholders.			
1.1 Environmental public awareness initiative To create a sustained awareness of the importance of the PSEPA to the livelihoods of Vieux Fort and Saint Lucia.	1.1 A public awareness strategy to focuses on the importance of the PSEPA to the local economy and maintaining the environmental integrity 1.2 Increased awareness of the importance of the PSEPA. 1.3 Increased membership in environmental interest groups e.g. SLNT 1.4 Decreased indiscriminate dumping of solid waste on road verges and in the mangroves. 1.5 Cleaner beaches. 1.6 Increased adherence to laws and regulations governing the PSEPA.	1.1 Reports on public awareness strategy 1.2 Promotion material for strategy 1.3 Membership lists of various environmental conservation groups 1.4 Pictorial evidence of cleaner beaches and decreased solid waste etc. 1.5 Government monitoring reports	1.1 Availability of funding 1.2 Co-operation of various stakeholders is continued.
1.2 Business development public awareness initiative To promote a spirit of entrepreneurship and embracing business development	1.1 Public awareness campaign that promotes entrepreneurship and business opportunities in Vieux Fort 1.2 Increased business development	1.1 Reports from public awareness strategy 1.2 Promotion material for strategy 1.3 Verbal reports from	1.1 Availability of funding 1.2 Co-operation of various stakeholders is continued.

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
opportunities within Vieux Fort.	in Vieux Fort 1.3 Increased employment in Vieux Fort	business community 1.4 Reports from Department of Statistics on business growth and employment rates in VF	
1.3 Community mobilisation and involvement To sustain the involvement of the community in decisions affecting the development of Vieux Fort.	1.1 Established and regularly held town meetings 1.2 Increased participation in town activities 1.3 Increased initiatives by local people for Vieux Fort 1.4 A vibrant communication network among stakeholders 1.5 Increased sense of pride and interest among local people in the development of Vieux Fort	1.1 Minutes from town meetings 1.2 Positive reports on physical enhancement of properties and general environs. 1.3 Positive reports from community groups	1.1 Co-operation of various stakeholders is continued.

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 2.0: Conservation and Preservation</i>			
To protect and conserve marine and land based resources through a system of sustainable use and effective management.			
2.1 Sustainable management To ensure that sound conservation principles and practices are incorporated into the development of the PSEPA while ensuring that the economic and recreational needs of all user groups are being met.	1.1 Management plan for the PSEPA 1.2 Maintained use of PSEPA for recreational activities such as swimming, beach activities etc. 1.3 Stakeholder consultation in development activities	1.1 Management plan for the PSEPA 1.2 Monitoring reports by Departments of Forestry and Fisheries, SLNT 1.3 Number of users of PSEPA recreational areas.	1.1 PSEPA continues to be an environmentally protected area 1.2 Co-operation of various stakeholders is continued.
2.2 Maintaining the environmental integrity of the PSEPA To maintain the integrity of critical terrestrial, coastal, and marine habitats and ecosystems for the protection of biological diversity such as all endemic, threatened, endangered and rare species and the maintenance of ecological processes.	1.1 Decreased dumping of solid waste 1.2 Cleaner beaches 1.3 Maintained and increased numbers of wildlife species.	1.1 Management plan for the PSEPA 1.2 Monitoring reports by Departments of Forestry and Fisheries, SLNT	1.1 PSEPA continues to be an environmentally protected area. 1.2 Co-operation of various stakeholders is continued.

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 3.0: Capacity building</i>			
To enhance local capacity of civil society, resource users and the business sector for the development of sustainable livelihoods and to accrue benefits to the local community.			
3.1 Hospitality training To provide opportunities for training to improve the skills and abilities of people involved in hospitality activities such as local cuisine production, customer service, marketing and tour guiding.	1.1 Stakeholders accessing training. 1.2 Comprehensive training framework for various training areas. 1.3 Established network of trainers in the various areas 1.4 Linkages with training institutions/personnel	1.1 Training manuals 1.2 Training reports 1.3 Certificates from training bodies, e.g. SALCC	1.1 Availability of funding 1.2 Willingness of people of Vieux Fort to be trained 1.3 Availability of trainers for the various areas.
3.2 Business entrepreneurship training To develop and enhance the entrepreneurial and business acumen among current and potential business owners.	1.1 Stakeholders accessing training. 1.2 Comprehensive training framework developed 1.3 Established network of trainers in the various technical areas	1.1 Training manuals 1.2 Training reports 1.3 Certificates from training bodies	1.1 Availability of funding 1.2 Willingness of people of Vieux Fort to be trained

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 4.0: Product development</i>			
To create and/or enhance the provision of goods and services reflecting sensitive development of the ecological and cultural environment.			
4.1 Festival development To foster the growth of a festival product offering through the development and design of sites, product conceptualisation and supporting activities for successful execution of various events which reflects consideration of the ecological and social environment.	1.1 Developed work plans that include economic feasibility, market analysis etc. 1.2 Execution of various festivals such as the Jazz at the Mill, Queek Quak Night, Callalou Night and Theatre – “Story of the Oliphe Blossom”. 1.3 Patronage of events by local people and visitors. 1.4 Maintained ecological environment. 1.5 Increased appreciation for local culture	1.1 Work plans 1.2 Site map 1.3 Monitoring reports by STDC 1.4 Project assessments 1.5 Financial statements 1.6 Positive reports by attendees.	1.1 Interest by various stakeholders in developing festival product 1.2 Continued stakeholder collaboration 1.3 Availability of funding
4.2 Agricultural business development To develop/enhance the provision of various agricultural products and by products that incorporates the principles of sustainable resource use.	1.1 Developed business plans for various activities e.g. seamoss harvesting, charcoal producers, latinier broom makers, etc. 1.2 Increased production of products and by products 1.3 Increased sales	1.1 Business plans 1.2 Financial statements 1.3 Monitoring reports by Departments of Forestry and Fisheries, SLNT	1.1 Availability of funding 1.2 Continued interest in agricultural production by local entrepreneurs

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
	1.4 Increased production efficiency 1.5 Improved environmental quality in usage areas 1.6 Increased efficiency in sustainable resource extraction.		

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<p>4.3 Tour package development To develop a successful tour product based on environmental, cultural and historical aspects of Vieux Fort through product conceptualisation; the creation of tour operation guidelines; physical enhancement of sites and supporting activities for business success employing the principles of sustainable development.</p>	<p>1.1 Developed work plans for various tours e.g. the historical tour (Stories of European, American and Indigenous people) and the environmental tour (PSEPA) 1.2 Trained tour guides 1.3 Patronage of tours 1.4 Maintained/improved environmental quality of tour sites. 1.5 Increased appreciation of culture and ecological environment.</p>	<p>1.1 Work plans 1.2 Tour guide scripts 1.3 Financial statements 1.4 Environmental monitoring reports from Departments of Forestry and Fisheries, SLNT 1.5 Visitor feedback forms</p>	<p>1.1 Availability of funding 1.2 Co-operation of various institutional bodies</p>
<p>4.4 Craft sector development To enhance the production and marketing of craft items through the employ of sustainable raw material sourcing; improved and expanded production capacity; increased market exposure and stronger linkages with source and buyers' markets.</p>	<p>1.1 Business plan developed. 1.2 New product brand reflective of Vieux-Fort and PSEPA developed 1.3 Increased production capacity. 1.4 Reduced overheads and costs for raw materials. 1.5 Increased product offering (e.g. expansion into basket weaving, wood sculpting, etc 1.6 Increased opportunities for product marketing.</p>	<p>1.1 Business plan 1.2 Financial statements 1.3 Requests for craft items</p>	<p>1.1 Availability of funding 1.2 Continued interest in craft development</p>

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<p>4.5 Hospitality sector development To develop the physical infrastructure and service excellence for the successful provision of various goods and services in the hospitality sector which consider the social, ecological and cultural environments.</p>	<p>1.1 Developed site plans for activities e.g. The horseback riding and hiking trails, The Savannes Bay tour reception area and the Mankótè Mangrove activity reception area.</p> <p>1.2 Developed integrated business plans</p> <p>1.3 Hospitality staff accessing training opportunities.</p> <p>1.4 Maintained/improved environmental quality at developed sites.</p>	<p>1.1 Trained hospitality staff</p> <p>1.2 Site development plans</p> <p>1.3 Business plans</p> <p>1.4 Monitoring reports by Departments of Forestry and Fisheries, SLNT</p> <p>1.5 Reports from STDC</p>	<p>1.1 Co-operation of various stakeholders</p> <p>1.2 Continued collaboration with various institutions</p> <p>1.3 Availability of funding</p> <p>1.4 Interest of various stakeholders</p>
<p>4.6 Entertainment sector development To develop an entertainment sector which utilises local talent and skills and preserves the cultural and environmental integrity of the area through the execution of successful business development principles</p>	<p>1.1 Developed work plans</p> <p>1.2 Performers accessing training e.g. skill enhancement, business planning, etc.</p> <p>1.3 Patronage at performances</p> <p>1.4 Requests for performances</p> <p>1.5 Increased interest in local culture</p>	<p>1.1 Work plans</p> <p>1.2 Training reports</p> <p>1.3 Feedback from patrons.</p> <p>1.4 Monitoring reports from Department of Forestry.</p> <p>1.5 Performance reports by STDC.</p>	<p>1.1 Artists are interested in training</p> <p>1.2 Availability of funding</p> <p>1.3 Continued support and co-operation by stakeholders and institutions</p>

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 5.0: Business development</i>			
To foster the nurturing and expansion of local sustainable livelihoods through entrepreneurial development, job creation, strong linkages between public and private sectors, and a sense of resource ownership.			
5.1 Business entrepreneurship To facilitate the development of a vibrant entrepreneurial focused business sector which embraces its environmental and social responsibilities.	1.1 Interested individuals accessing training 1.2 Increased presence of successful businesses in Vieux Fort supporting the PSEPA 1.3 Increased employment in Vieux Fort	1.1 Reports from Department of Statistics on business growth and employment rates in Vieux Fort 1.2 Training reports	1.1 Continued support and co-operation by stakeholders and institutions. 1.2 Availability of funding
5.2 Marketing and promotions To facilitate increased access and patronage to products and services developed as part of the PSEPA product and service range.	1.1 Increased demand for products and services 1.2 Improved presentation of products and services 1.3 Functioning promotional website of the PSEPA 1.4 Promotional material on products and services distributed regularly to key visitor centres including ports.	1.1 STDC Reports 1.2 SLNT Reports	1.1 Continued support and co-operation by stakeholders and institutions. 1.2 Access to markets through available channels 1.3 Availability of funding

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<p>5.3 Development of inter-sectoral linkages To foster the development of stronger linkages among private sector players within the PSEPA.</p>	<p>1.1 Established communication network and relationship between business partners 1.2 Consultation in decision making between sectors facilitated 1.3 Regularly held meetings between sectors 1.4 Increased collaboration in project implementation</p>	<p>1.1 Reports from meetings 1.2 Presence of joint sector initiatives e.g. marketing and hosting of various events 1.3 Minutes from meetings</p>	<p>1.1 Continued support and co-operation by stakeholders and institutions.</p>
<p>5.4 Financing To facilitate the provision of opportunities for financing of entrepreneurs to promote growth in the business sector through strengthened linkages with financial institutions.</p>	<p>1.1 Increased access to financial credit for business associated with PSEPA 1.2 Stronger linkages between business sector and finance providers, e.g. business monitoring 1.3 Businesses accessing training in areas such as proposal writing, business management, etc.</p>	<p>1.1 Reports from Department of Statistics on business growth 1.2 Training reports</p>	<p>1.1 Continued support and co-operation by stakeholders and institutions.</p>

<i>Intervention logic</i>	<i>Indicators</i>	<i>Sources of verification</i>	<i>Assumptions</i>
<i>Output 6.0: Institutional building</i>			
To build the capacity of developmental and regulatory institutions within the PSEPA by facilitating improved collaboration and meaningful exchanges of information and resources.			
6.1 Central co-ordinating unit To establish a central co-ordinating unit for development of initiatives identified in the implementation plan.	1.1 Organisational structure to facilitate management of the various initiatives 1.2 Established vision and mission for the development of the PSEPA 1.3 Work plan and programmes developed and implemented.	1.1 STDC directors' reports 1.2 STDC Annual Reports 1.3 Policy and Procedures Manual 1.4 Work plans	1.1 Ability and willingness of STDC to manage the development of the PSEPA programme 1.2 The ability and willingness of the SLNT to support the STDC particularly in the areas of conservation, public awareness, and capacity building.
6.2 Co-operation development To develop a network among businesses operating within or connected to the PSEPA and its immediate environs.	1.1 Established network of local suppliers among tourism and other service suppliers. 1.2 Increased provision of goods and services to the tourism and business sector		

APPENDIX II: STRATEGIC TOURISM-BUSINESS INTERVENTIONS - PSEPA

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	
	3. To engage the services of various technical resource personnel – historian, playwright, scripters, director, set designer, sound and lighting technicians, cast and popular theatre, entertainment groups, etc.	35,000	STDC		X	X	X	X	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 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
	7. To continuously monitor effectiveness and beneficiary satisfaction.	2,000	STDC		X	X	X	X	X
Educational tours (Historical and Natural)	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				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	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
	5. To develop and implement a sales strategy that captures the essence of the PSEPA/Vieux Fort.	-	STDC		X	X	X	X	X
	Soft adventure tours (kite and wind surfing, kayaking, horseback riding and hiking)	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,	-	STDC	Various Stakeholder groups	X	X	X	X	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	tour guide training, horseback rider training and health and safety, sales training).			(kayakers, horseback riders, wind and kite surfing.)					
	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				
	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	10,000	STDC	SLNT	X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)					
			Lead	Support	1	2	3	4	5	
	products (sea moss, charcoal).									
	2. To provide technical and product development assistance based on assessment.		STDC		X	X	X	X	X	
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					

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	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				
	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
PRODUCT DEVELOPMENT									
Mankôtè mangrove	1. To construct a circumference fence at the mound at the Mankôtè mangrove with access and egress points to manage patrons.	7,000	STDC		X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)					
			Lead	Support	1	2	3	4	5	
	2. To construct an amphitheatre for the hosting of the Quek Quack night (stage, lighting, costumes, props, seats).	15,000	STDC		X					
	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 Mankôtè and immediate environs to reflect environmental sensitivity.	5,000	Aupicon 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					

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)					
			Lead	Support	1	2	3	4	5	
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					
	2. To continuously enhance the physical landscape at the Fishing Depot and immediate environs.	10,000	Fisherme n at Savannes Bay	STDC	X	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	Fisherme n at Savannes Bay	STDC	X	X	X	X	X	X
Bois Chadon	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	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	X
Horse Back riding/hiking	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	X

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	2. To construct stalls and a tack room for horseback riding entrepreneurs.	40,000	STDC SEA	Construction Company	X				
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	20,000	STDC		X				

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)					
			Lead	Support	1	2	3	4	5	
	PSEPA/Vieux Fort image.									
	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					
PRODUCT MANAGEMENT	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	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
	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

INTERVENTION	ACTION	BUDGET ALLOCATION (\$)	RESPONSIBILITY		TIME-FRAME (Years)				
			Lead	Support	1	2	3	4	5
	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
COST	Project Implementation	EC\$584,500							
	Start-Up expenses	EC\$30,000							
	Operational Expenses (Yr 1)	EC133,400							
	TOTAL COSTS	EC\$747,900							

APPENDIX III: STAKEHOLDER IDENTIFICATION AND ANALYSIS MATRIX – PSEPA

	Stakeholders	Benefits from the resource (What is at stake?)	Desired Improvements	Conflicts and impacts between and from stakeholders	Willingness and Capacity to participate
TRADITIONAL RESOURCE USERS	Seamoss Farmers	provision of seaweed for the production of seamoss, employment, fisheries, cultural/traditional value	formalization of a group and registration of the business, formal right of access to the resource, improvement of standards and quality, expansion of product shelf life, increase in the size of local and regional market	praedial larceny, poor harvesting practices within Mankôtè may have adverse impacts on water quality and the productivity of the seaweed, Sometimes seagrass is uprooted (especially by hotels) in order to make the beach “better” for swimmers. This should not be permitted	Willing to work with the Bureau of standards to improve quality and shelf life. Also willing to work with Super J (major grocery retailer and the main purchaser) to standardize the product
	Charcoal Producers & Loggers	wood for charcoal, income from tours through the mangrove, recreational uses (bathing), economic livelihoods (employment), loggers who cut the mangrove for stakes and props for the construction industry; Livelihoods are based on forest resources, either directly or indirectly	interpretation centre near the main entrance of the mangrove, construction of the bird-watching platform, weed eater to maintain grounds, placement of signage, revitalisation of the ACAPG group, installation of electricity and water, improvement in the road network, proper garbage disposal, fencing, landscaping, security, establishment of camping grounds, white and buttonwood mangroves should be replanted;	indiscriminate garbage disposal, poor harvesting techniques and misuse of materials, informal co management agreement may cause conflicts with other users,	Attend and participate in workshops and conferences, assistance with beautification and security of the site, interested in formalising co-management agreement; interested in passing on the accepted methods for harvesting within the mangrove.

	Fishers & Boat Owners	fishing, tours to Maria Islands, economic livelihoods, recreational uses, subsistence fishing	upkeep and maintenance of the fisheries complex, establishment of the fisherman's cooperative, construction of a jetty, revitalise the fisherman's association, provision of proper security, improvements in sanitation	theft of fish pots, illicit harvesting during closed seasons and no fishing zones, ill effects of the illicit drug trade particularly around Honeymoon beach, conflicts with persons engaged in snorkelling and diving around the coral reefs, siltation from poor agricultural and harvesting techniques, barriers to access to the resources (Mankotè Mangrove etc.)	requires the requisite business and leadership skills to function as a cooperative or user group
	Horseback Riding	tours along trails within the PSEPA, horse racing grounds, fodder for animal grazing	greater investment in tourism development in Vieux Fort, possibility of cruise ship arrivals; allocation of 20 acres of land adjacent to Mankotè Mangrove to facilitate horse racing	Not interested in the proper utilization of the resources in the reserve, Riding horses on the beach may disturb swimmers and sun-bathers, and there are issues to do with animal droppings on the beach sand; stray animals (e.g. goats and cows) roaming along the beaches and on the savannah may become a nuisance and a health hazard	need to form and realise the linkages between livelihood concerns and sustainability issues
	Recreational Users (Locals)	bathing, fishing, diving, social gatherings, picnic and recreational areas etc.	improvement in availability of facilities (e.g. showers, washrooms etc), better garbage collection, beautification/landscaping of the beachfront	Overcrowding on the beach front, possible conflict with horseback riders along the beach, limited access to beach, There is the potential for user-conflicts (e.g.	Require public awareness with regards to the ecology of the area and methods for use and protection

				swimmers and jet skis); the sea space should be appropriately zoned, issues to do with security and personal safety especially at night.	
	Tour guides	access to the beachfront, trails within the mangrove and at Moule-a-Chique	enhancement of old trails and development of new trails throughout the various areas of interest	high volume of tourist into the various trails may negatively affect the ecology of the areas; conflict over access to certain resources	tours guides need to understand that they are as much responsible for the upkeep and conservation of the natural environment of Vieux Fort as others users
	Craft makers	raw materials from harvesting of forest products (e.g. saplings for broomsticks; La Tanye for broom bristles; Ti Bom to sweep out traditional ovens, leaves of coconut trees for craft making and collection of bay leaf for personal consumption and sale	operate a craft training programme in Vieux Fort for unemployed young men and women who have the aptitude and desire; development of a craft market in Vieux Fort; ability to access training provided by the various NGOs engaged in capacity building; access to funds for business development and investment	Harvesting of coral to make jewellery and ornaments will negatively affect the integrity of coral reefs in the vicinity of the PSEPA; the environmental effects of some of the craft activities undertaken as yet to be determined as much there needs to be some level of monitoring of these activities; the success of craft-making industry will hinge upon the level of support gained from large all inclusive tourists resorts like Coconut Bay	there is a need for specialised training in business models (proposal writing, business accounting etc.), knowledge management and the transfer of skills to new entrants into the market

	Dive shops; Wind & Kite Surfing and Kayaking	access to the reefs for snorkelling and diving; beach front natural environment for wind and kite surfing; aesthetics of the natural environment	divers on the reef should not be an issue as long as they conform to best practices and reef etiquette; greater government and institutional supports mechanisms; support for small grassroots based, environmentally friendly tourism development in Vieux Fort	Barriers to investment, lack of institutional support, poor business mentality, highly bureaucratic processes. Snorkelling, diving must be regulated and monitored to ensure that it does not harm the coral reef populations which can negatively affect other livelihoods such as fishing	willingness to attend and participate in workshops and conferences; there is however a need to access the technical knowledge about the various natural resources to ensure that their activities do not adversely affect ecological integrity
TOURISM and HOSPITALITY SECTOR	Car Rentals	natural landscape and amenity value, historic sites; panoramic, breathtaking scenic view of surrounding land and seascapes	development of walking and hiking trails, cleaner and tourism friendly environment, weekly fish fry activities in Vieux Fort, recognised need for fine dining establishments. Possibility of creating positions for tourism extension officers, more avenues for night-time entertainment; investment and upkeep of accommodations	More animal control measures particularly horses and dogs, poor drainage makes the city environs unsightly, indiscriminate garbage disposal; tour operators seem only interested in selling mass tours and not soft adventure tours; the operations of all inclusive resorts can adversely affected the viability of certain livelihood	need to facilitate processes that bring the relevant stakeholders together for the purposes of long-term planning and decision making with regards to tourism development in Vieux Fort
	Restaurants and Bars				
	Other entertainment				
	Hotels/Guesthouses				
NGOS and SUPPORTING INSTITUTIONS	STDC	indirect user, benefits from user fees for tours to Maria Islands, fees from rental and or	Conservation of the ecological integrity of the natural ecosystems, stakeholder buy in,	Caught up in a dilemma that requires them to perform duties which may at times be	need to make clear and explicit the vision with regards to conservation and livelihood issues;
	NDC				
	NCA				

	SLNT	lease of property; administrative/ special socio-cultural & economic interests	sustainability of livelihood opportunities, co-Management of near shore islands/ Maria Is. Rural development, revenue for the local authority, Capacity building, brokering cooperation among the main stakeholders in programme implementation	seen as conflicting; as conservationist, enforcement officers, developers etc. perception that these institutions are not providing the necessary support for tourism expansion in Vieux Fort	need for institutional and organizational structures which do not undermine existing traditional structures. Need for greater linkages between agencies which share a similar mandate to avoid duplication and to optimise resources.
	OECS				
REGULATORY INSTITUTIONS	Department of Fisheries and Forestry	revenue generation from resource users; source of local employment; authority over protected area establishment and designation; property ownership	Improved management of the PSEPA and the wider environment in and around Vieux Fort, recognised role of government as an integral agency in the management of the PSEPA; long-term economic and environmental sustainability for Vieux Fort	superimposition of authority in conservation area may result in conflicts in terms of access and ownership of resources; issues pertaining to enforcement and punishment for adverse or illegal activities in the PSEPA	greater effort should be placed on facilitating participatory management regimes, greater linkages between agencies which share a similar mandate to avoid duplication and waste. Ability to highlight the short and long-term benefits of participatory approaches to various livelihood activities
	Development Control Authority				
	Ministry of Economic Affairs				
	St. Lucia Bureau of Standards				
OTHERS	students	scientific and educational value, archaeological significance, diversity of avian species, flora and fauna	Study and documentation of the ecological sustainability of the various livelihood opportunities operated within the PSEPA; greater levels of protection of wildlife and areas of ecological significance	desire for conservation and research may affect the other livelihood opportunities	there will be a need to improve communication and foster linkages between internal (local) and external (foreign) stakeholders. Possible incorporation of research findings into the planning and management of the area
	tourists				
	researchers				

APPENDIX IV: TRIPLE-BOTTOM LINE APPROACH TO SUSTAINABLE LIVELIHOODS PROJECT

How to assess a project for integrated development in a local community:

This approach attempts to assess the social, economic and environmental opportunities for positive change which may occur in a community as a result of a project. The triple-bottom line approach suggests that the bottom line of viability should not refer exclusively to financial viability or environmental sensitivity issues but should give equal weighting to all critical dimensions of the assessment. It recommends giving equal weighting to socio-economic, environmental and financial considerations, which are all necessary for sustainability.

Social: To demonstrate the capacity of a project to contribute to social development.

- How will community persons be involved in planning?
- How will community priorities be addressed?
- How will community skills/talents be used above imported ones?
- How will peoples' livelihoods be improved? Identify specific examples.
- Describe how the project will facilitate greater access to assets; e.g. land, public facilities?
- How will an increase appreciation of local culture, including music, dance, traditional knowledge and practices be encouraged?

Environmental: To demonstrate the capacity of a project to contribute to an improved natural environment.

- Describe proposed improved solid and liquid waste management practices.
- Describe any innovative appropriate technologies that will be used in the project; e.g. wetland wastewater treatment system; water harvesting technologies; etc.
- Describe any specific measures at increasing water conservation or quality within the PSEPA and immediate communities.
- Describe any activities specifically related to soil conservation and/or reduction of sedimentation or erosion.
- Describe any proposed a systematic structure for managing environmental impacts of the project including monitoring, auditing and continuous improvement of environmental efforts? If yes describe. If no, provide reasons why.
- How will the project facilitate an increase understanding and appreciation of coastal areas and the management required for improved quality?
- Describe any educational and awareness building activities designed to change behaviour?

Economic: To demonstrate the capacity of a project to contribute to viable and sustainable economic activity.

- Describe the potential of the project to contribute to an increase number of viable small businesses within the PSEPA.
- Will the project create an increase in employment opportunities consequent to conservation or protection activities? If yes, describe.
- Do community persons perceive opportunities for entrepreneurial activity from the project and to what extent are these expected to be exploited?
- Will community entrepreneurs be able to attract increased access to finance for spin-off business initiatives connected to the project?

APPENDIX V: DESTINATION PERCEPTION SURVEY

1. Name, Address & Contact Details of respondent:

2. Name of establishment & Position of respondent:

3. What are your main markets for visitors? Please indicate the markets and the percentage shares below

Markets

United States of America _____ %
Other Caribbean _____ %
United Kingdom _____ %
Canada _____ %
Other _____ %
(Please Specify)

4. Which markets do you consider to be a source of growth for your company in the next five years? Please list and indicate by what percentage you expect them to grow:

1. United States of America _____ % growth
2. Other Caribbean _____ % growth
3. United Kingdom _____ % growth
4. Canada _____ % growth
5. Other _____ % growth

5. What is the major interest of the clients that visit Vieux-Fort? (Please tick)

- A. Sun, sand and sea θ
- B. Local cuisine θ
- C. All-inclusive resort θ
- D. Villas θ
- E. Eco-Tourism θ
- E. Honeymoon Packages θ
- F. Sports θ
- G. Small Meetings θ
- H. Incentives θ
- I. Wind/Kite surfing θ
- J. Sailing θ
- K. Culture θ
- L. Diving θ
- M. Other (please specify) θ

6. Which five (5) destinations do you consider to be the main competitors to Vieux-Fort? And why?

	Destination	Reasons why you consider this destination to be a competitor?
1.		
2.		
3.		
4.		
5.		

7. Which five (5) villages or towns do you consider to be the main competitors top Vieux-Fort?
And Why?

	Destination	Reasons why you consider this destination to be a competitor?
1.		
2.		
3.		
4.		
5.		

(Insert in order of highest competing village or town)

8. How would you rate Vieux-Fort in the following categories?

	Excellent	Very Good	Good	Fair	Poor
Tourism Accommodation					
Service quality at hotels					
Service quality at restaurants					
Service quality at other establishments					
Car rental					
Rainforest/waterfalls					
Beaches					
Water Sports					
Other Attractions					
Infrastructure					
Airline connections					

9. What feedback do you get from visitors to Vieux-Fort? Would you consider that they are:

Exceptionally satisfied 0

Very satisfied 0

Satisfied 0

Fairly Satisfied 0

Not satisfied 0

Please explain your rating or provide any other comment:

11. What in your view are the key strengths of Vieux Fort as a tourism destination?

	Key Strengths of Vieux Fort
1.	
2.	
3.	
4.	
5.	

12. Please identify any weaknesses you may have observed in the Vieux Fort tourism product.

	Key Weaknesses of Vieux Fort Tourism
1.	
2.	
3.	
4.	
5.	

13. What actions would you like to see Vieux Fort undertake to strengthen the Tourism Product?

	Actions to Strengthen the Vieux Fort Tourism Product
1.	
2.	
3.	
4.	
5.	

14. Are there any other comments that you would like to share with us?

Your Views are important to us and a valuable contribution to the success of this project. We would like to thank you sincerely for taking the time to provide your valuable comments. They are greatly appreciated.

APPENDIX VII: AGENDA FOR VISIONING WORKSHOP

- 9:00 Welcome and Introductions,
- 9:10 Presentation on ***status of tourism*** in Saint Lucia and the Caribbean
- 9:30 Facilitated discussion
- 9:45 Presentation on ***status of Vieux Fort tourism: perceptions and reality***
- 10:15 Facilitated discussion
- 10:30 BREAK
- 10:45 Building a ***vision of tourism development*** in the PSEPA, Vieux Fort
- 10:50 Group work
- 11:30 Plenary Reports
- 11:45 Building a ***mission for tourism development*** in the PSEPA, Vieux Fort
- 11:50 Group Work
- 12:30 Plenary Reports
- 12:30 Summary presentation and next steps - Draft Vision and Mission statements.
- 1:00 End of Workshop – LUNCH
-

APPENDIX VIII: VISIONING AND MISSION BUILDING EXERCISE

VISION BUILDING

How do you wish to see Tourism Development in the PSEPA in the next 5 years?

ACTIVITY 1

- How do you want Tourism Development in the PSEPA to be different?
- What role do you want Tourism Development to play in PSEPA?
- What will successful Tourism Development in PSEPA look like?

ACTIVITY 2

- Decide on a metaphor that would describe Tourism Development in the PSEPA.
e.g.is like a choir, singing in unison OR ...is like a Train, several carriages all hooked together travelling towards the same destination.

ACTIVITY 3

- Draw an image of what best represents Tourism Development in the PSEPA
e.g. A LION (bravery, in charge) OR a FLOWER(gentle, soft, beautiful)

MISSION STATEMENT

- Why does the PSEPA exist?
- What is the business of the PSEPA?
- What are the values which should guide it?
- Do the existing management objectives in the management plan of the PSEPA reflect the “reason for being” of this protected area?

APPENDIX VIX : AGENDA FOR STRATEGIC PLANNING WORKSHOP

DAY 1

9:00 Welcome and Introductions

9:05 Background to Workshop

9:10 Participant Expectations

9:30 Presentation on ***vision and mission for tourism development in the PSEPA, Vieux-Fort.***

9:45 Facilitated discussion

10:15 BREAK

10:30 Presentation of ***Logical Framework and Strategic Interventions*** based on vision and mission.

11:00 Facilitated discussion

11:30 Identifying and maximizing ***the benefits of sustainable tourism practice to livelihood enhancement*** - Case studies on the feasibility and demonstration value approach to assessing capacity of communities in tourism development projects.

12:00 Facilitated discussion and ***selection of case study sites*** from the PSEPA for field trip and working group sessions.

12:30 LUNCH

1:30 ***FIELD TRIP: Visit to stakeholder sites and projects – Introducing the triple-bottom line assessment tool.***

4:30 END OF DAY

DAY 2

- 8:30 Introduction to *participatory strategic planning* for the PSEPA.
- 9:00 Facilitated discussion
- 9:15 ***Stakeholder identification, analysis and mobilization*** using the case of PSEPA
Stakeholders:
- 9:30 GROUP WORK: Applying stakeholder analysis to select project sites
- 10:00 Plenary Session
- 10:30 BREAK
- 10:45 ***Community visioning and building consensus:***
- 11:00 GROUP WORK: Prepare presentations on building a community vision through negotiations and managing conflict.
- 11:30 Plenary Session: Group portrayals using role play
- 12:30 LUNCH
- 1:30 ***Identifying expertise and resources*** required for project interventions
- 1:45 ***Strategic interventions and determining feasibility*** for select projects within the PSEPA
- 2:30 Facilitated discussions
- 3:00 ***Financing Strategies:***
- 3:30 Facilitated discussion
- 4:00 Summary presentations, **evaluation** and next steps
- 4:30 End of Workshop

APPENDIX X: ASSESSING THE CAPACITY OF COMMUNITIES IN PLANNING FOR TOURISM PROJECTS

Feasibility

- What is the experience of the community in developing and/or **managing tourism projects** and are there tangible accomplishments?
- What is the history and nature of **business entrepreneurship** in the community?
- Is there access to **financial resources (credit)** for business development?
- Assess the **marketability** of the community and its products in terms of
 - Distance from concentrations of visitor centres,
 - road conditions,
 - visitor demand, etc.
- Does the community demonstrate an **overall interest** in the project?
- What is the experience of the community in **community-based Projects**?
- What is the role of **power groups** in the community, e.g. Clubs, Political Parties, and Religious Groups?

Demonstration value

- List the natural and cultural sites and attractions that exist in the community.
- Are there opportunities to expand activities geographically?
- Is the product unique or special to the respective community?

APPENDIX XI: PARTICIPANT LIST – VISIONING WORKSHOP

	NAME	ORGANISATION	ADDRESS	CONTACT NO.	EMAIL ADDRESS
1	Herios Paul	Boating Industries	La Ressource,Vieux Fort	713-5754	
2	John Edwin	Boating Industries	Augier, Vieux Fort	712-2875	
3	Lena Francis	Seamoss farmer	Pierrot, Vieux Fort	712-3249 454-9820	
4	Candita Joseph	Seamoss farmer	Pierrot, Vieux Fort	712-5475	
5	Jolien Harmsen	The Reef	Sandy Beach	485-7400	info@stlucia.com
6	Gregor Francis	Makota	La Touney	722-6871	
7	Hayley Moses	Stables at Old Runway	Vieux Fort	714-8486	savannestables@yahoo.com
8	Tod Satterthwaite	Southern Tourism Development	Vieux Fort	454-3822	todsatterthwaite@gmail.com
9	Jovani Lay	Kimatrai Hotel	Vieux Fort	454-6328	
10	Dolores Hunt	Kimatrai Hotel	Vieux Fort	454-6328 722-1334	dolores.kimatrai@gmail.com
11	Hardin Jn Pierre	Department of Fisheries	Vieux Fort/Pt Seraphine	454-7439 468-4143	basetuna@gmail.com
12	Lavina Alexander	St Lucia National Trust	Pigeon Island National Landmark	452-5005	lalexander@slunatrust.org
13	Magdalene Nelson	Mankote Mangrove	Vieux Fort	713-3684	
14	Mahurney Augier	Entertainment	Vieux Fort	488-6502	
15	Keifer Vitalis	Builders Choice	Vieux Fort	454-9655	vitalis@candw.lc

16	Ambrose Elius	Vieux Fort Town Council	Vieux Fort	454-5174	
17	Faustinus Faisal	Community Development Officer, Vieux Fort North	Vieux Fort Regional Office	717-1021	faisalfac@yahoo.com
18	Magdalin Marcellin	Department of Forestry	Vieux Fort	717-4621	
19	Augustus Cadette	Ministry of Social Transformation	Vieux Fort	520-3213	acadette@uchicago.edu
20	Nadean Wigmore	Stables on Runway	Vieux Fort	716-6366	
21	Holly Bicolor Wilson	National Conservation Authority	Castries	721-7935	ncastlucia@candw.lc
22	Kesha Fevrier	Organisation of Eastern Caribbean States (OECS)	Castries		
23	Priya Ramsumair	Consultant	Bois D'Orange, Gros Islet	484-3121 458-0008	Priya@scribalstlucia.com
24	Sylvester Clauzel	Consultant	Bois D'Orange, Gros Islet	484-3119 458-0008	Clauzels@scribalstlucia.com

APPENDIX XII: PARTICIPANT LIST – STRATEGIC PLANNING WORKSHOP

	NAME	ORGANISATION	ADDRESS	CONTACT NO.	EMAIL ADDRESS
1	Clyeon Roberts	Southern Tourism Development Corporation	Vieux Fort	454-3822	Stdclslu@hotmail.com
2	Emmanuel Joseph	Vieux Fort Police	Beanfield Rd	456-3944	Insp_joseph@rslpf.com
3	Julius. J. Georges	Department of Forestry	c/o Gablewoods P.O. South	454-5589 489-0841	
4	Nicholas Samuel	Aupicon Charcoal and Agricultural Producer's Group	Mon Repos	455-3693 489-9553	
5	Martin Foster	Coconut Bay	Beanfield, Vieux Fort	718-2783	mfoster@cbayresort.com
6	Hayley Moses	Stables at Old Runway	Vieux Fort	714-8486	savannestables@yahoo.com
7	Nadean Wigmore	Stables on Runway	Vieux Fort	716-6366	
8	Raymond Manrock	Boat captain	Luther King	460-8628	
9	Martin Hercules	Observer	Corinth Estate	488-5554	herque@yahoo.com
10	Diana Theodore	SLNT	Morne Sion, Choiseul	285-5356	mamagage@gmail.com
11	Brenda Palmer	SLNT	Savannes Bay	454-3478	edpalmer@candw.lc

	NAME	ORGANISATION	ADDRESS	CONTACT NO.	EMAIL ADDRESS
12	Jolien Harmsen	The Reef	Sandy Beach	485-7400	info@stlucia.com
13	Niam Daniel	Savannes Bay	Pierrot, Vieux Fort	489-6058	
14	James Daniel	Savannes Bay	Pierrot, Vieux Fort	489-6058	
15	Kerven Edwin	Saint Lucia		487-1922	
16	Herios Paul	Boating Industries	La Ressource, Vieux Fort	713-5754	
17	Richie Robert	Savannes Bay	Cocoa, Vieux Fort	719-7547	
18	Ashon Martial	Savannes Bay	Cocoa, Vieux Fort	712-2185	
19	John Edwin	Boating Industries	Augier, Vieux Fort	712-2875	
20	Faustinus Faisal	Community Development Officer, Vieux Fort North	Vieux Fort Regional Office	717-1021	faisalfac@yahoo.com
21	Lena Francis	Seamoss farmer	Pierrot, Vieux Fort	454-9820	
22	Tod Satterthwaite	Southern Tourism Development	Vieux Fort	454-3822	todsatterthwaite@gmail.com
23	Magdalene Nelson	Mankôtè Mangrove	Vieux Fort	713-3684	

	NAME	ORGANISATION	ADDRESS	CONTACT NO.	EMAIL ADDRESS
24	Delisa Raveneau	Vieux Fort Crafters	Vieux Fort	519-1649	delisaraveneau@hotmail.com
25	Nethelia James	Vieux Fort Crafters	Vieux Fort	723-0749 454-5366	enquecreations@hotmail.com
26	Ambrose Elius	Vieux Fort Town Council	Vieux Fort	454-5174	
27	Catherine Agdomar	Craft Vendor	Conway, Castries	452-0735	
28	Lucius Clovis	Horseback riding	Giroudy St, Vieux Fort	286-8156	
29	Ashan Dottin	Nigel Car Rental and Taxi	Aupicon, Vieux Fort	721-7127 721-7282	
30	Ernie Zilia	Southern Equestrian Association	La Ressource, Vieux Fort	520-5192	
31	Wilson Robert	Savannes Bay, Vieux Fort	Vieux Fort	284-2898	

APPENDIX XIII: LIST OF PERSONS INTERVIEWED

	Name	Position	Organisation	Phone contact	Email contact
1	Jacqueline Celestin	Manager	Juliette's Lodge	454-3822	jcelestin34@msn.com ,
2	Jolien Harmsen	Manager	The Reef	485-7400	info@slucia.com
3	Neville Labadie	Manager	Labadie's Apartments	454-5268 716-1893	
4	Brenda Cozier	Operations Manager	Coconut Bay Resort and Spa	459-6000	bcozier@cbayresort.com
5	Dillan Tobierre	President	Southern Taxi Association	458-7593 485-6383	
6	Lina Francis	Farmer	Seamoss Farmers Association	454-9820	
7	Mary Nelson	Charcoal Producer	Aupicon Charcoal and Agricultural Producers Group	713-3684	
8	Lucius Clovis	Horse and stable owner	Southern Equestrian Association	286-8156	
9	James Daniel	Fisherman	Savannes Bay Fishers Association	489-6058	
10	Nethelia James	President	Vieux-Fort Arts and Crafts Association	454-5366	
11	Moses Jn. Baptiste	Parliamentary Representative – Vieux-Fort North		714-6463	mosesjnbaptiste@hotmail.com

12	Tod Satterthwaite	Project Manager	Southern Tourism Development Corporation (STDC)	454-3822	
13	Augustus Cadette	Community Development Officer	Ministry of Social Transformation	454-6108	
14	Magdaline Marcellin	Extension Officer for Vieux-Fort	Department of Forestry	454-5589	magdalin37@yahoo.com
15	Brenda Palmer	Member	SLNT Southern Chapter	454-3478	
16	Dr. Kenny Anthony	Parliamentary Representative – Vieux-Fort South			