



THE SAINT LUCIA NATIONAL TRUST

***PROTECTING FAIR HELEN'S PATRIMONY
Our future plans – April 2010 to March 2020***

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Our future plans April 2010 to March 2020*

Prepared by
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Photo: PESPA
Credit: Martin Satney

Our Mission

The SLNT champions Fair Helen's patrimony

Who Are We and What We Do

The Saint Lucia National Trust (SLNT) is a membership organisation which was established under the Saint Lucia National Trust Act No. 16 of 1975. The SLNT was set up to help conserve the natural and cultural heritage sites of Saint Lucia, and to promote values which lead to national pride and love of country. The SLNT's mandate, which remains unique to this day, is to conserve the natural and cultural heritage of Saint Lucia through research and publication, education, ownership and management of sites and properties, and development of museums.



Anse La Liberté Beach
Credit: SLNT

Over the years, a number of properties of significant natural, cultural, or historical significance have been either vested in, or donated by individuals to the Trust for conservation purposes. The Trust's focus to date then has been on the maintenance of these sites as part of the national patrimony, and in advocating the sustainable use and management of Saint Lucia's natural resources.



Approximately 1036 financial members were on the register at July 6 2009.

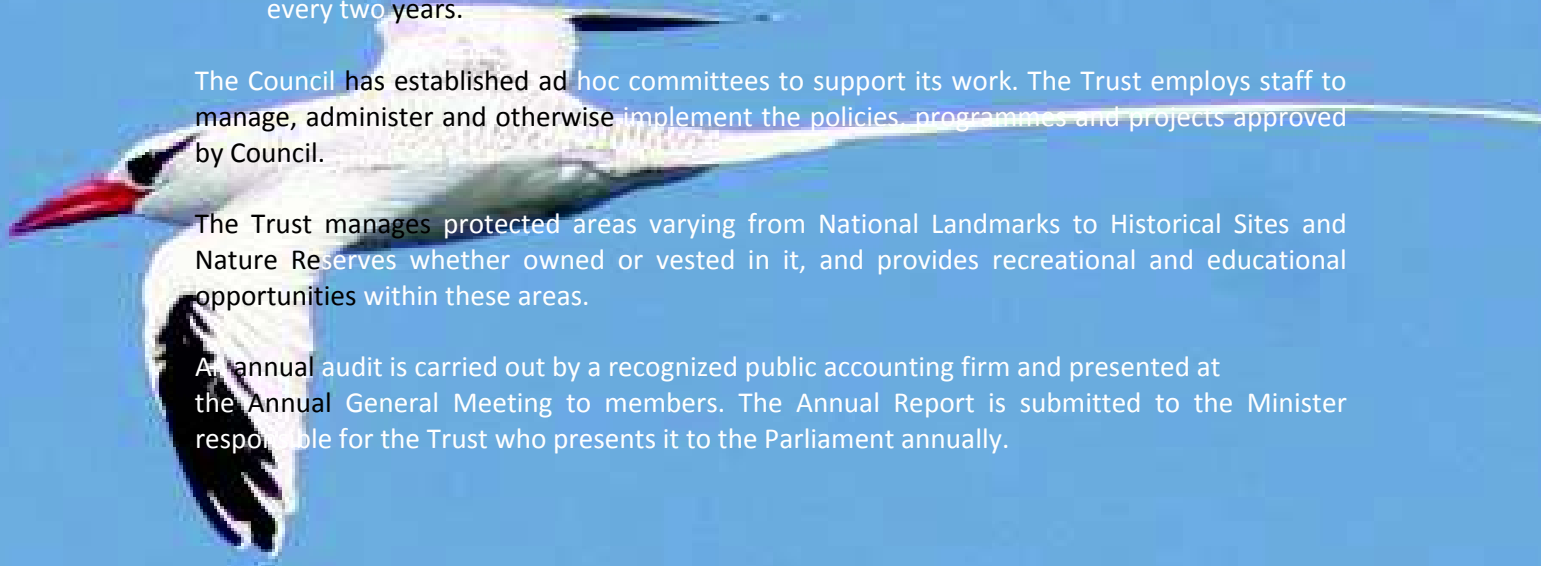
The affairs of the Trust are administered by a Council comprising:

- seven members elected by the general membership annually;
- two members nominated by the Saint Lucia Archaeological and Historical Society annually; and
- two members nominated by the Minister responsible for the National Trust every two years.

The Council has established ad hoc committees to support its work. The Trust employs staff to manage, administer and otherwise implement the policies, programmes and projects approved by Council.

The Trust manages protected areas varying from National Landmarks to Historical Sites and Nature Reserves whether owned or vested in it, and provides recreational and educational opportunities within these areas.

An annual audit is carried out by a recognized public accounting firm and presented at the Annual General Meeting to members. The Annual Report is submitted to the Minister responsible for the Trust who presents it to the Parliament annually.



The Red Billed Tropic Bird nests in the Point Sable Environmental Protection Area
Credit: NA

Our Vision

The natural and historical patrimony of Saint Lucia is conserved for present and future generations

OUR VALUES

- Ensure that honesty and integrity, truthfulness, and openness will guide our work.
- Strive to provide efficient, effective and timely customer service
- Run our operations in a cost effective manner and apply our funds according to the highest standards of accountability.
- Ensure all our management and programmatic activities help deliver our core objectives
- Strive to build strategic partnerships with other organisations, government agencies, and business and local communities
- Build concrete solutions through a combination of field based projects, policy initiatives, capacity building, and education and advocacy
- Seek dialogue and avoid unnecessary confrontation
- Aspire to best international standards



Lavoutte Figurine from the A&HS Collection

Our Challenge

The Trust is unique in that its activities cover the full range of heritage conservation; from site development and management to education and advocacy. Our challenge is to make conservation relevant to the lives of the people of Saint Lucia and all others who have an interest in the island's magnificent heritage. The emphasis of our programme over the coming years will widen from a primary focus on the management of our properties towards an equal recognition of the benefits that heritage conservation can generate for the people of Saint Lucia and all others who share this interest. These benefits range from social, economic and educational enhancement to environmental, cultural and spiritual gains. So, the challenge for the Trust will be to engage with the public in demonstrating these values in a way that is dynamic and inspiring, and that engenders a sense of national pride.

Our Strategy for 2010 to 2020

We aim to build greater support for our ongoing conservation work and campaign on key issues to champion the cause of heritage conservation in Saint Lucia. To do this we must continue to develop and manage our properties to the highest standards in both conservation and customer care and work to ensure that people not only recognise our name, but also understand the full scope of our activities, including education and advocacy on the conservation of our heritage. We must also develop the Trust into a stronger and more financially stable organisation, developing our staff and volunteers to help them take on the challenges that face us. In managing our assets, including our people, properties and resources, we will aspire to best international standards and will champion creativity and innovation in all our activities.

The Plan shows how we will build greater support for our ongoing conservation work and campaign on key issues to champion the cause of heritage conservation in Saint Lucia. Our objectives are summarised as:

- Deliver core conservation work to the standards of our Conservation Principles;
- Inspire the widest possible audience to join the Trust, to enjoy Trust properties, and to support our conservation values;
- Champion the cause of Saint Lucia's heritage and build awareness of the full range of our activities; and
- Develop our culture, systems and skills to operate more effectively, efficiently and sustainably.

The Plan consists of two parts: this document, which is the Strategic Plan, and a separately bound document called the Corporate Plan. The Strategic Plan sets out the



medium term approaches the Trust is taking to achieve its long term Vision. The progress made towards the Vision is measured against a set of Key Performance Indicators detailed in Sections IIe and II f. The Annual Implementation Plan will be guided by both the Strategic Plan and the Corporate Plan and is revised each year; it gives an overview of which aspects of the Strategic Plan are to be taken forward over the course of one year, and is drawn up in conjunction with the budgets estimated in this Plan and with the annual budget process.



TABLE OF CONTENTS

Section		Page Number
	Our Mission	I
	Who are We and What we Do	i
	Our Vision	ii
	Our Challenge	iii
	Our Strategy for 2009 to 2019	iii
	Message from the Chairperson	vi
	Director's Introduction	vii
I	The SLNT at a Glance	1
II	About this Strategy	1
	a. Our Method	3
III	Our Strategic Intent	4
	a. Our Vision	4
	b. Our Mission	5
	c. Our Core Values	5
	d. Strategic Aims and Objectives	6
	e. 2009 – 2019: Objectives and Key Milestones	8
	f. LogFrame for the Strategic Plan	9
	g. Functions to Support our Strategic Plan	14
	h. Work Breakdown Structure	14
III	How we Get there	16
IV	What We Will Do	18
V	Our Timeline	32
VI	Our Budget	32
	a. Five Year Indicative Budget	33
VII	Our Organisational Structure	34
a.	Organisational Chart of the SLNT	34
b.	Structure of the SLNT Secretariat	35



Message from the Chairperson

Charting a new direction



Protecting special places in Saint Lucia lies at the core of the responsibilities of the Saint Lucia National Trust.

In November 1998, the Trust launched its Strategic Plan 1998 – 2007, the decision to embark on which “reflected a new desire within the organisation to exercise a greater degree of control over the factors and forces affecting its work”.¹

In executing the Strategic Plan, the Trust focused on advocacy, membership involvement and site management with some success.

However as revenue inflows declined, the Trust faltered in its efforts, and from 2001, has been engaged in reviving its fortunes. During this period to the time of writing, development pressures on sensitive areas have increased, and some have been significantly compromised or lost.

¹ Saint Lucia National Trust Strategic Plan 1998 – 2007.

Never before in its history, has the Trust faced as immense a challenge in delivering on this mandate, as confronts us now, at the dawn of the 21st century.

Around the globe, contending with the competing priorities of national development as opposed to preservation of sites, customs and wildlife is a never-ending balancing act.

This increasingly important yet difficult exercise identifies ambitious employment generating development projects, inflames contrasting passions, spurs growing numbers of concerned citizens to take responsibility for their patrimony, and influences conservation policies.



The scales are tipping over to development, placing many wonderful sites and structures under severe threat of destruction. Sadly, more and more special places are being lost.

In Saint Lucia, our wonderfully diverse landscapes are rich in historic and natural places that are inseparable from our national and cultural identities.



These special places are of great significance to our many peoples, because they help us to remember, to learn, to belong, and to share our stories with others.

Our beautiful Pitons, white and black



sand beaches, lush forests and other wonderful sites, together with the plant and animal species that abound on the island, provide inspiration for artistic creativity. These fascinating natural assets serve as a foundation for social, touristic, and economic development. They make new visitors, returning nationals and other travelers feel welcome, and symbolize who we are as Saint Lucians.

Over the last 20 years, as the shift from agriculture to tourism has gathered momentum, many hotels have been constructed along coastal areas, altering the landscape forever.

The populace continues to voice serious concerns regarding the loss of access to

beaches, and other places of leisure and enjoyment.

The Trust is increasingly being called upon to show leadership, in representing the interests of citizens and visitors alike, in averting the impact of over-development on special places.

As a result, our new strategic planning process identifies opportunities from focusing on conservation through:

1. addressing the concerns of the people regarding the perceived loss of their patrimony,
2. strengthening the internal capacity of the Trust,
3. more collaborative advocacy,
4. enhanced and expanded environmental education,
5. increased membership and stakeholder involvement and,
6. improved development and management of our sites, as well as supporting management of protected areas.

What has emerged is clearer, more compelling vision of a Saint Lucia where our natural and historical patrimony is conserved. A strong sense of purpose, collaboration, and national pride drives the achievement of the vision.



As the guardian of important heritage places, the SLNT plays a critical role in protecting and conserving priceless national assets. The Trust is charged by Parliament with developing and managing many sites that have been vested in or bequeathed to the organization.

Critical priorities for the Trust are a strengthened legal framework, greater focus on advocacy, education and the development and management of the properties that we administer. The collective execution of these priorities will ensure our heritage can be valued by both Saint Lucians and visitors alike.

For this strategic plan, we have chosen the theme **“PROTECTING FAIR HELEN'S PATRIMONY: Our future plans - 2009 to 2019.”** It charts a bold, imaginative, and exciting course for pursuing a carefully selected list of the most critical strategic aims, for protecting Fair Helen's patrimony.

This theme ensures that we adopt an integrated approach to our work, and at the same time, provides the basis for our engagement with our members and other stakeholders. It identifies caring for our historical and natural heritage as a long-term process, incorporating a more businesslike attitude in achieving our goals.

Over the years, we have learned the Saint Lucia National Trust cannot do everything; we do not have the legal or financial muscle, the resources, nor the desire to do so.

Our new vision and mission embrace collaborative relationships with many other public, private, and voluntary organisations. By working together and utilising our resources, skills, experience and harnessing our enthusiasm, we will more successfully achieve our individual and collective conservation mandates.

The Trust appreciates its funding support from the Government and from other sources as recognition of the importance of Saint Lucia's patrimony.

Our theme **“Protecting Fair Helen's Patrimony: Our Future Plans”**, charts a bold, imaginative and exciting course for pursuing a carefully selected list of the most critical strategic aims, for protecting Fair Helen's patrimony.

Execution of the projects and objectives laid out in this Strategic Plan must be assiduously pursued for transformation of the Trust into an influential, financially resilient, people driven organization. But this will cost money.

Current revenue of approximately EC\$1.8 million falls short of the financial resources required to carry out the various initiatives identified in this Strategic Plan.

Consequently, a key priority in the coming year will be to continue our pursuit of opportunities for additional self-generated revenue. Should such revenue not close the gap, it will be necessary to decide upon the reductions in outputs and the alternative actions required to ensure the organisation is financially resilient.



It will be more necessary than ever to prioritise our work in a manner that serves the greater interests of Saint Lucia's heritage and to effectively manage our resources.

Our supporters, benefactors, members and partners also need to understand, that SLNT may not always be able to become involved in championing every heritage issue.

This small organisation is challenged to focus on the key relative heritage value of any given issue. This is critical in order for us to make the necessary strategic choices, and to work more effectively with other agencies and partners

Through the wide involvement of varied groups of people across Saint Lucia in the Strategic Planning Process, we have established a solid foundation for working together in executing the various goals we have selected.

The continued support of members and other stakeholders is critical. Your

backing is necessary for execution of this strategic plan to have a substantial, positive, and long lasting impact on Fair Helen's heritage, and the benefits that society derives from it.

Based on the successes we have enjoyed over the years, and the objectives identified in this new Strategic Plan, we are confident of keeping special places in Saint Lucia beautiful for a long, long time.

I take this opportunity to thank Dr. Vasantha Chase and her team, Trust members, staff, other stakeholders, the Strategic Planning Committee members, and Trust Council members for their efforts in ensuring the success of this strategic planning project.

L. Anderson Lake
Chairman



Director's Introduction

Our Future Plans:

Join us and Join In.

Join us and Join in

Membership of an open, responsive, welcoming and relevant Trust will of course remain a bargain, but more importantly, it will be a statement of commitment to our aims and values. Under this Strategic Plan, the Trust will become less of an amenity and more of a movement. We want you not only to join us but also to 'join in'. Become part of this movement to protect our heritage.

In Saint Lucia, responsibility for environmental conservation is spread over a number of public sector entities, each with mandates that cover a part of the spectrum. Heritage conservation, on the other hand, is not covered under the mandate of public sector entities. In an effort to address this, the Government of Saint Lucia established the Saint Lucia National Trust under the Saint Lucia National Trust Act (Chapter 6.02) as a non-governmental organisation with a mandate to conserve the natural and cultural patrimony of Saint Lucia. The Trust's focus, to date, has been in delivering conservation

through the maintenance of few of its sites as part of the national patrimony, and by advocating the sustainable development and management of the island's natural and historical resources.



With the increasing emphasis on heritage tourism, it is now necessary and strategic for the Trust to develop



more of its sites for

inclusion in the stock of heritage sites, thereby contributing to the diversity of the local tourism product.

While increasing the stock of heritage sites for public enjoyment, the Trust must continue to educate the citizenry, and to advocate for the conservation of Saint Lucia's varied and rich patrimony. Consequently, the Trust must also develop and execute a robust education and



advocacy strategy to enrol the populace to empower them to become advocates for heritage conservation.

This Strategic Plan outlines a comprehensive framework of choices that shall serve to guide the organisation in fulfilling its mandate. The aims and objectives outlined in this Plan fully embraces the Trust's legislative mandate as well as the wishes and vision of its members and the Saint Lucian public at large. To this end, the Trust will, over the next ten years, deliver its work through two core functions: (i) delivering conservation through site development and management and education and advocacy; and (ii) business services and events. These core functions

will be supported by three other support functions: (i) coordination and facilitation; (ii) membership services and (iii) corporate services.



The Plan also provides new organisational and governance structures necessary to achieve its goals.

This ten-year Strategic Plan is supported by a Corporate Plan which provides a detailed listing and scheduling of the activities to be delivered through the various functions for the first five years. The Corporate Plan also includes a three tiered model for monitoring and evaluating the progress with implementation. It is our intention to meet our targets on time and within budget.

Come, join us in this new journey to conserve our patrimony!

Bishnu Tulsie
Director



I. THE SLNT AT A GLANCE

The importance of historical, cultural, and natural heritage to Saint Lucia's identity cannot be sufficiently underscored. Our heritage contributes to our national identity through a sense of place and belonging. It also creates a physical link to the events that have shaped our society. It has economic value in its ability to contribute to heritage tourism and to provide social cohesion through successful community based and community led initiatives.

The SLNT is a registered non-governmental organisation. It is incorporated, and has powers conferred on it by Parliament. The objectives and purposes of the SLNT as set out in our Act of Parliament are summarised below:

- The listing of buildings, objects and monuments of prehistoric, historic and architectural interest and places of natural beauty;
- To promote and preserve for the benefit of the enjoyment of the State of submarine, subterranean areas of beauty or natural historic interest and to preserve their natural aspects, features, animals and plant life;
- To make the public aware of the value of the State's heritage;
- To pursue a policy of preservation; and
- To mobilise resources.

The expectations of the SLNT, as the national heritage agency, have become more complex and widespread:

- Communities throughout Saint Lucia are focusing, with increasing enthusiasm, on heritage for their identity and for economic growth through tourism.
- There are growing community expectations that the SLNT will play a stronger heritage advocacy role that leads to greater heritage protection and natural resource management processes.
- Saint Lucians, overseas visitors and the tourism industry expect to find publicly accessible heritage places which are presented and interpreted to international standards.

II ABOUT THIS STRATEGY

This Strategic Plan (2010 to 2020) defines how the Trust will meet its challenges and deliver on the expectations of its membership, its stakeholders and the Saint Lucian public and overseas visitors. The SLNT needs to be effective in meeting its statutory obligations, meeting stakeholder expectations, and managing its assets. This situation requires more funding than what the SLNT presently has access to; clear prioritisation; and improving the effectiveness and efficiency of the SLNT's service delivery. Improving the



effectiveness of the SLNT has therefore to be one of the key foci of this Strategic Plan. This will be achieved through strengthening our internal organisational capability and our external service delivery capacity. Operational management, human resources and communications, and management systems will be addressed. We will create a national network of publicly accessible heritage sites which are important to our national identity. We will also improve and expand the interpretation of our sites. Additionally, advocacy, public awareness and education will continue to remain a strategic objective of the Trust. Revenue generation within the term of this Strategic Plan will hopefully create the ability to better address the expectations placed upon the organisation.

This Strategic Plan brings a new sense of impetus and enthusiasm to the Trust, reviving the vision and ambition of our founders and placing heritage conservation at the heart of what we do. In a nutshell, we will use our essential and often fascinating conservation and environmental work to inspire and engage people more deeply in our activities, encouraging people not only to 'join' but to 'join in' our vital cause. We want the Trust to be less of an amenity and more of a movement.

As we developed our new strategy, the concept of engagement – whereby our supporters, members and visitors become inspired, enthused and more deeply committed to our cause – has become central to our mission.

The environment in which the Trust is operating is characterised by a growing interest in heritage, recognition of its social, cultural, environmental and economic benefits, and awareness of its importance to national identity. Despite this, there is constant perceived conflict between heritage protection and development pressures. Stakeholder expectations of the SLNT are therefore increasing. The outcomes sought and the outputs produced by the SLNT, as expressed in this Strategic Plan constitute SLNT's response to the environment in which it is operating. The response includes both a regulatory and an advocacy approach consistent with the SLNT's statutory functions.

It is anticipated that Years 1 and 2 (2010/12) will focus primarily on consolidation of the foundations of organisational capability, – especially improving the human resources environment, systems and guidelines, business information and performance measurement and reporting. High priority shortfalls in the delivery of statutory functions of the SLNT will be addressed; The Trust's sites will be assessed and new sites within the Trust's inventory will be developed and interpreted. It is anticipated that in subsequent years (Year 3 – 10) the SLNT will continue to strengthen operational capability and performance. This will include improving business processes and strengthening outcome achievement through careful prioritisation and improved strategic partnerships.



It is envisaged that at least 2 new sites will be developed and opened for public access during the life of this Plan. In addition, the SLNT will continue to aggressively pursue its advocacy on the protection and conservation of Saint Lucia's natural heritage and environment; and for the creation of parks and protected areas.

The great diversity and sheer volume of work which faces us is a constant challenge and we rarely have all the resources we need. Planning and prioritising work, developing the appropriate skills in staff and volunteers, and keeping a tight rein on costs is essential. We also need to become ever more professional in generating income both by commercial activity and in fundraising. The Trust will establish a new core function for business services and events and through this function will develop a SLNT Brand Signature and flagship conservation enterprises under this brand signature.

a. Our Method

The strategy formulation benefitted from:

- The conduct of SWOT² and STEEP³ analyses; an environmental scan of the internal and external environments in which the Trust is operating, a stakeholder

² Strength, Weakness, Opportunities and Threats

³ Social, technological, economic, environment and political

analysis and a problem tree analysis.⁴

- The preparation of a Strategic Directions Paper.
- Meetings, discussions and interviews with a wide cross section of the Trust's membership, Staff members, members of the Council; and members of the Steering Committee⁵.
- Review of the various Trust documents and reports.
- Desk top research and document review of the work of other National Trusts in the other parts of the world, and how they each formulated their strategic intent and/or plans.
- An electronic questionnaire⁶ in order to ascertain members' choice for Vision, Mission and Value Statements.
- Historical analysis of the financial performance of the Trust over the last five years.
- Discussions leading to proposed amendments to the 1972 National Trust Act

A number of core issues that will be addressed in the Strategic Plan.

- The quantum of Government subventions to the Trust may change over time;

⁴ The results of the environmental scan, the stakeholder analysis, and the problem tree analysis are documented in the Strategic Direction paper, which is available under separate cover from the Trust.

⁵ This Steering Committee was established to work alongside the consultant.

⁶ The response rate was unfortunately very inadequate.



- Poverty and limited economic opportunities do not augur well for sustainable management and/or conservation of Saint Lucia's natural resources.
- A youthful population provides many opportunities for the SLNT to promote behavioural change towards the environment and towards Saint Lucia's historical, cultural, and natural heritage. On the other hand, the medium used to promote these behavioural changes must reflect the aspirations, norms, and approaches of the youth.
- There is much potential for the SLNT to use ICT platforms for conducting its business, be it in mobilising its memberships or in marketing its services and products to national, regional and international clients.
- The governance structure of the Trust needs to be remedied.
- The institutional capacity of the Trust particularly that of its Secretariat, needs to be strengthened.
- There are a number of potential stakeholders that the SLNT should explore. Some of these stakeholders are important as strategic partners while others have good potential for the services and products delivered by the SLNT.
- The SLNT must endeavour to increase its membership base and to ensure that programmes are put in place for the membership to be involved in the work of the Trust.
- There is much scope for the Trust to explore for financial assistance outside its usual sources – friendly governments; regional organisations and international financing organisations. The Trust should explore establishing strategic partnerships with other like-minded international environmental NGOs who are skilful in mobilising resources and who are willing to provide free technical assistance.

III OUR STRATEGIC INTENT

a. Our Vision

We recognize the need to be clear and ambitious about our 'strategic intent' in order to more effectively pursue our mission.

Our Vision, "*the natural and historical patrimony of Saint Lucia is conserved for present and future generations*" will help us build the core strengths and mandate of the SLNT. It will also inspire and promote a society that is aware and responsible of its natural, cultural, and historical heritage.



To meet its Vision, the Trust has derived a set of values that can be ascribed to the heritage of Saint Lucia. The delivery of the outcomes in this Strategic Plan is shaped by these values. The heritage sites and environment of Saint Lucia:

- Are rich, varied and unique;
- Are central to our national identity and well-being, now and in the future;
- Embody the stories of all generations, cultures, traditions and communities;
- Deserve the best recognition and care for the benefit of future generations; and
- Are resources for increasing economic growth, particularly through heritage tourism.

b. Our Mission

The SLNT champions Fair Helen's patrimony

What does this Vision envisage?

- Saint Lucia's natural and cultural heritage is truly magnificent. The Trust will continue to champion this heritage through advocacy and education.
- Through excellent stewardship of its sites, the Trust will ensure that Saint Lucia's patrimony is not destroyed by poorly planned new development initiatives.
- New streams of funding, from conservation enterprises, will be tapped to ensure that resources are available to undertake activities to protect Saint Lucia's patrimony.

c. Our Core Values

Our core values are not rules, but shared ideals and understanding that will bind the SLNT membership, staff and partners together; influence our goals; and inform our actions.

We will:

- Ensure that honesty and integrity, truthfulness, and openness will guide our work.
- Strive to provide efficient, effective and timely customer services.
- Run our operations in a cost effective manner and apply our funds according to the highest standards of accountability.
- Ensure all our management and programmatic activities help deliver our core objectives.
- Strive to build strategic partnerships with other organisations, government agencies, and business and local communities
- Build concrete solutions through a combination of field based projects, policy initiatives, capacity building, and education and advocacy
- Seek dialogue and avoid unnecessary confrontation
- Aspire to best international standards

Our impact will depend on our credibility, and our credibility has to be rooted in our independence, our integrity, our pragmatism, and the quality of our work.

As a non-profit organisation, the SLNT must rely on trust. Partners must trust us to carry out joint projects; governments and sponsors must trust



our ability to create solutions; and donors need to trust us to use their funds to advance sustainable environmental management. To safeguard this critical trust, the Trust is committed to building up best practices in governance, accountability, and transparency.

Our aim is to focus the Trust on how to create a role for itself so that it becomes the lead advocate for the conservation of Saint Lucia's national heritage and patrimony.

This Strategic Plan has an ambitious content, which exceeds our current resources, but we believe we can play a modest role in achieving our vision within the next ten to fifteen years.

d. Strategic Aims and Objectives

In delivering this Strategy, the SLNT will organise its work around three objectives, each supported by a portfolio of interventions, which will be monitored and evaluated according to performance indicators. These objectives, individually and collectively will address the problems of:

- poor governance of the Trust;
- the need to expand the membership base and to ensure that the members participate actively in the work of the Trust;
- the need to develop and manage more of the sites that have been vested in or bequeathed to us;
- inadequate sensitisation and awareness of Saint Lucia's

- patrimony and the need to conserve its rich and diversified heritage;
- the need to build the organisational and institutional capacity of the Trust; and
- the need to ensure that the Trust remains viable and sustainable during the period of the Plan.

This Strategic Plan is focused around three strategic aims.

Strategic Aim # 1 DELIVERING CONSERVATION

We will:

- Develop a network of historical and natural heritage Trust sites that are open for public access and which are managed according to the highest standards;
- Engage with people so that they can be educated and sensitised to our conservation principles and to the importance of conserving our heritage and national patrimony; and
- Educate, sensitise, and make the various Saint Lucian publics aware of the richness and diversity of their heritage.
- Manage the knowledge assets of the Trust so that information on Saint Lucia's patrimony is maintained and stored for easy retrieval by Saint Lucians and visitors alike.



Strategic Aim # 2
CREATING NEW BUSINESS
OPPORTUNITIES AND FINANCIAL
STREAMS

We will:

- Develop a SLNT Brand Signature; and
- Develop flagship conservation enterprises (products and services) for the Brand Signature.

Strategic Aim # 3
DEVELOPING ORGANISATIONAL
CAPACITY

We will

- Strengthen the Trust so that it becomes a lead advocate for heritage and environmental issues in Saint Lucia;
- Establish a Secretariat that is sufficiently staffed with

appropriate skill sets and implements an effective and efficient management system;

- Sufficiently resource the Trust so that it is a viable and sustainable entity; and
- Re-energise the membership and create opportunities for them to participate in the work of the Trust.

While always working towards achieving our vision, we will be grounded in economic reality, and the achievement of practical outcomes. Our 'managing for results' approach will hold us accountable for concrete results and will be reinforced by our renewed strategic intent.



The Point Sable Environmental Protection Area: A Complex of Ecosystems and Resources
Credit: Multiple Sources



e. 2009 - 2019 Strategy: Objectives and Key Milestones

The following Objectives and milestones are critical to the successful execution of the Strategic Plan. We intend to complete them no later than March 31, 2020:

Objectives	Performance Indicators
DELIVERING CONSERVATION	
Site Development and Management	<p>An inventory and description of all SLINT sites will be completed by end 2013</p> <p>At least 3 new SLINT sites will be developed by the end of 2020.</p> <p>A network of heritage sites will be opened to public access by Mid 2016.</p> <p>The Morne Fortune Historical Area is managed as a Trust Historical Site by 2016.</p> <p>The Point du cape site is opened as a Trust Historical Site by 2019.</p> <p>The married Quarters in Vigie are renovated into an Art Gallery and Museum by 2017.</p>
Education and Advocacy	<p>A budgeted Education and Advocacy Strategy is in place by mid 2011 and begins implementation by third quarter of 2011.</p> <p>Annually, at least 20% of the schools in Saint Lucia participate in conservation, and environmental sensitisation programmes</p>
Information Management	<p>A catalogue of SLINT documents with a price list is developed and available by 2011.</p> <p>A Resource Centre on Saint Lucia's patrimony and on conservation issues is established no later than 2014</p> <p>A Records management policy is put in place by end 2011 and a fully functioning Registry and Archives is in place no later than end 2013.</p>
CREATING NEW BUSINESS OPPORTUNITIES AND FINANCIAL STREAMS	
SLINT Brand Signature	<p>A Brand Signature and Strategy for the SLINT is developed by end 2012.</p> <p>SLINT Brand awareness is established by 2014.</p>
Flagship Conservation Enterprises	<p>Flagship Conservation Enterprises for SLINT Brand are identified and marketed by mid 2013.</p> <p>SLINT establishes first Gift Shop/Kiosk with signature brand products by end 2013.</p>
DEVELOPING ORGANISATIONAL CAPACITY	
Strengthening the Trust through legislative amendments and organisational re-structuring	<p>The Saint Lucia National Trust Act 1975 is amended and passed to reflect modern realities by mid 2013.</p> <p>The Secretariat of the Trust is restructured into a functional matrix organisation by end 2009.</p> <p>An Executive Committee appointed by the Council, with responsibilities delegated upon it, is established by end 2010.</p>
Capacity development of the Secretariat	<p>SLINT has a vibrant membership and competent staff, and effective governance and accountability by the end of December 2012</p>
Re-energising the membership base	<p>Well-defined SLINT Chapters are established in various geographical regions and among the Youth by mid 2011.</p> <p>A SLINT Head Quarters is opened no later than 2014.</p>



f. LogFrame for the Strategic Plan

Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
<p>Principal Objective Goal</p> <p>To promote the conservation of the natural and historical heritage of Saint Lucia through sound stewardship, education and advocacy, and development and management of vested heritage sites and properties.</p>	<p>Impact</p> <ul style="list-style-type: none"> The various Saint Lucian publics are sensitised and become advocates for the conservation of their heritage. 	<p>By December 2019, the Saint Lucia National Trust is recognised, by government and the public, as a responsible, committed, and trusted champion and steward of Saint Lucia's natural and historical patrimony.</p>	<p>SLINT Annual Reports Reports of other national, regional, and international environmental conservation agencies News Bulletins Annual budgets of the Government of Saint Lucia</p>	<p>The present global economic crisis takes long to remedy and the Saint Lucian public remains insufficiently engaged in conserving and protecting Saint Lucia's heritage.</p> <p>Competition between conservation and economic gain negatively impact on the heritage sites vested in the Trust.</p>
<p>Specific Objectives Purpose</p> <p>DELIVERING CONSERVATION</p>	<p>Outcomes</p> <ul style="list-style-type: none"> A system of Heritage Sites – both SLINT and non-SLINT sites- that are open to public access and provide well designed interpretation centres. The SLINT provides leadership in the articulation of appropriate policy, legal and institutional arrangements for heritage conservation in Saint Luca. The various publics in Saint Lucia are educated on and sensitised about their patrimony. The knowledge assets of the Trust on Saint Lucia's patrimony are well maintained and managed. 	<ul style="list-style-type: none"> The Trust will develop at least three new sites by the end of 2019. A Policy on Heritage Conservation is developed by the Trust and accepted by Cabinet by the end of 2012. The Trust facilitates the formulation and enactment of a Heritage Conservation Act by the end of 2016 The number of planning approvals for development in ecologically sensitive and/or heritage sites in Saint Lucia decreases by at least 10% a year By January 2012 the Trust has a competent core staff the compliment; 	<p>SLINT Annual Reports Annual Budgets of the Trust SLINT Programme/Technical Reports Amended Legislation and Regulations Membership database Number of persons attending the Trust events Number of members volunteering their time to Trust events and services. A Headquarters Building for</p>	<p>Global economic events constrict the present and potential opportunities for revenue generation.</p> <p>The Government of Saint Lucia reduces its annual subvention to the Trust.</p>



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
<p>CREATING NEW BUSINESS OPPORTUNITIES AND FINANCIAL STREAMS</p> <p>DEVELOPING ORGANISATIONAL CAPACITY</p>	<ul style="list-style-type: none"> The Trust diversifies its revenue streams and increases its sustainability. A range of services and products that carry a unique SLNT brand will be developed and marketed. The Trust has a vibrant membership and competent staff; and effective governance and accountability. 	<p>governance structure is improved with amended legislation and regulations; the structure and terms of reference for the Council are improved; and new organisational structures which will allow for greater participation of the membership in the programmes of the Trust are in place.</p> <ul style="list-style-type: none"> The Secretariat to the Trust is sufficiently staffed and resourced so that at least 80% of all the activities in the Strategic Plan are completed by 2019. The Trust has a new Headquarters building by 2013. 	<p>the SLNT. Cabinet Conclusions Gazetted Legislation Visitor Assessments and questionnaires Newspaper articles Radio programmes</p> <p>Development authority Control</p>	
<p>Duration of Strategy: 10 years</p> <p>Budget of Strategy for Years 1 to 5: \$19,481,361.00</p>				



g. Functions to Support our Strategic Plan

The Strategic aims of this Plan will be delivered through Five Functional Areas. The SLNT Secretariat will be re-structured along these functional areas.

The primary core function of the Trust's Secretariat is Facilitation and Coordination. The Director undertakes this function. It is responsible for executing and managing the work of the Trust. A cluster of other functions that contribute to the Organisational Capacity of the Trust will support this Core Function.

For the period of this Strategic Plan, there will be two other core functions: Delivering Conservation; and Creating New Business Opportunities and Financial Streams.

The Functional Matrix that will support this Strategic Plan over the next ten years will look thus:

Core Functions				
Facilitation & Coordination				
Facilitation & Coordination	Support Functions	Conservation		Business Services and Events
	Membership Services	Site Dev. & Mgmt..	&	
	Corporate Services	Education Advocacy	Information Mgmt..	

Each of the Functions will be lead by a Functional Manager; and all the Functional Managers will constitute the

Management Team led and supervised by the Director.

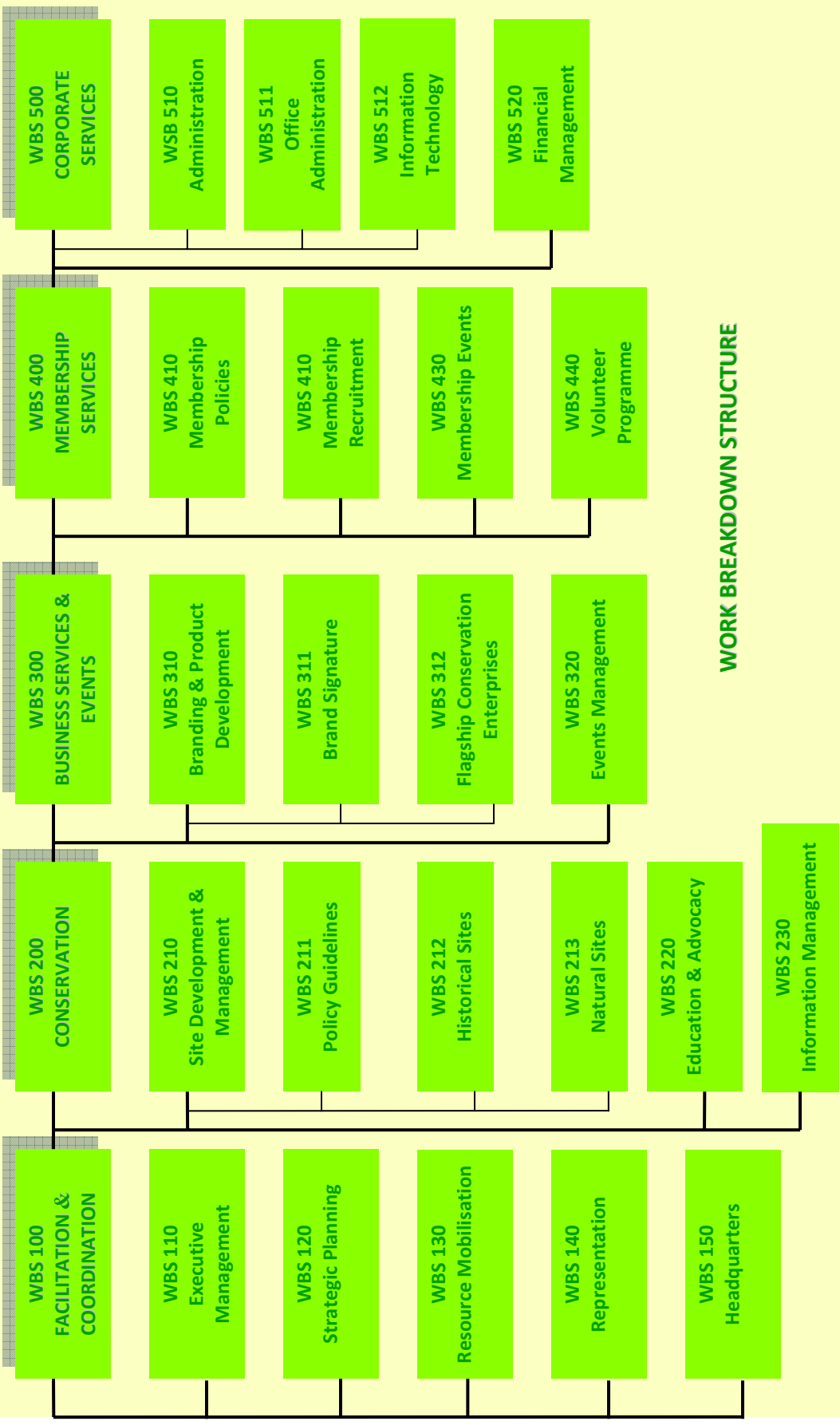
The Director will be responsible for coordinating and facilitating all the Functions while the other Functions will deliver individual Strategic Aims and Objectives of this Plan. The following refers:

Function	Strategic Aim
Conservation	Delivering Conservation
Business Services and Events	Creating new Business Opportunities and Financial Streams
Membership Services	Developing
Corporate Services	Organisational Capacity

h. Work Breakdown Structure

The work breakdown structure identifies the main work packages, which each Function will undertake in order to deliver the strategic aims, outcomes, and outputs of the Strategic Plan; and according to the performance indicators identified in the LogFrame.





WORK BREAKDOWN STRUCTURE



III HOW WE GET THERE

In implementing the Strategy, the SLNT will engage participation from all its members, strategic partners, other stakeholders, corporate partners, and government — getting information to those who need it, and promoting decision making that is transparent and participatory. We will seek solutions to the conservation of Saint Lucia's heritage that can command public commitment and the political will needed to carry them out.

We also want to achieve impact for our mission and our programmatic objectives. We will therefore learn to communicate effectively with, and influence our audiences. We must also seek strategic partnerships with organisations whose goals reinforce the Trust's missions and programs.

The five leading challenges facing the Trust in the next ten years are

- (1) resource mobilisation;
- (2) mobilising the membership around the vision, mission, and values of the Trust;
- (3) energising the membership base to become involved in implementing this Plan;
- (4) recruiting and retaining high quality and committed staff who will be willing to multi-task; and
- (5) ensuring that the Trust is vibrant and dynamic and in which the membership, the Council and the Secretariat are in harmony.

If the Plan is to be successful, the Council and the Membership must support its implementation in several ways:

- **The Council should remain as the policy body** and should not interfere in the executive management of the Trust.
- **The composition and skill sets of the Council should be reviewed.**
- **The Council must remain accountable to the Membership;** and must remain transparent in all its actions.
- **The Council should establish an Executive Council** that will work directly with the Staff in the Secretariat. The Executive Committee should include persons from the general Membership who have specialised skills that can supplement the skill sets of the staff at the Secretariat. The Executive Council must be answerable to the Council at all times.
- **The Council should invite persons from within the Trust's membership and outside to become members of specialised committees;**
- **Council members as well as the general Membership must be willing to spearhead focused "mini fundraising campaigns" for key strategic initiatives** in the



plan. Help with messaging and packaging pieces of the plan or its entirety will also be needed; and

□ **The quality of Trust's Council will be a selling point in attracting new staff to the SLNT.** As we grow, we will need the Council to help us recruit the best talent. Active Council engagement in the Trust's growth and success, and occasional mentoring of staff, will go a long way to making the Trust a rewarding place to work.

□ **The membership and Council must be willing to make the necessary organisational changes to the Secretariat so that it has a cadre of staff who have the necessary skill sets to deliver this Strategic Plan.** Where the skill sets are deficient, and funding is inadequate, the Council must be willing to set up the necessary and appropriate Committees to help the Secretariat deliver the expected outputs of this Plan.

The matrix below further elaborates on the activities that the Trust will have to undertake over the next ten years in order to:

- (i) ensure that the various Saint Lucian publics are well informed and sensitised to the importance of conserving their national heritage;

- (ii) ensure that the SLNT remains sustainable and financially viable;
- (iii) implement focussed strategic interventions which will contribute to achieving the vision and mission of the Trust;
- (iv) ensure that the membership is energised and fully engaged in the work of the Trust; and
- (v) guarantee that the SLNT Secretariat is technically sound, effective in its communications and is governed by sound administrative and financial processes.

The Saint Lucia Whiptail found on Maria Island
Credit: SLNT



IV WHAT WE WILL DO

WBS 100: Facilitation and Coordination											
Work Packages	Activities	Schedule (Years)									
		1	2	3	4	5	6	7	8	9	10
WBS 110: EXECUTIVE MANAGEMENT											
	<ul style="list-style-type: none"> Coordinate all Functions of Secretariat Lead Management Team Conduct Staff Performance Evaluation Service Council Service Annual General Meetings Coordinate Quarterly Membership Meetings Coordinate SLNT responses on EIAs Procure consultant services Coordinate legal services⁷ Recruit staff 										
WBS 120: STRATEGIC PLANNING											
	<ul style="list-style-type: none"> Align Organisational Structure of Secretariat with new Functions Coordinate Legislative Amendments Consolidate Annual Work Plans Consolidate Reports Monitor and Evaluate Strategic Plan Implementation 										
WBS 130: RESOURCE MOBILISATION											
	<ul style="list-style-type: none"> Donor Liaison Write proposals 										

⁷ Manage litigation and the dispute management process; seek/ provide legal opinions; render legal support for policy formulation; formulate and draft or edit contracts



WBS 100: Facilitation and Coordination										
Work Packages	Activities	Schedule (Years)								
		1	2	3	4	5	6	7	8	9
	<ul style="list-style-type: none"> Annual Programme of Conservation Appeals SLNT Benefactor Programme Donations and Appeals 									
WBS 140: HEADQUARTERS⁸										
	<ul style="list-style-type: none"> Coordinate design Coordinate fund raising Manage construction 									
WBS 150: REPRESENTATION										
	<ul style="list-style-type: none"> Represent SLNT Coordinate and facilitate SLNT representation by members Coordinate SLNT positions Coordinate responses to EIA referrals 									
WBS 200: Conservation										
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)								
		1	2	3	4	5	6	7	8	9
210: SITE DEVELOPEMNT AND MANAGEMENT										
211: Policy Guidelines	<ul style="list-style-type: none"> Develop policy and guidelines for choice of sites⁹ for conservation. 									

⁸ The building must be efficient, sustainable and economical



WBS 200: Conservation											
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)									
		1	2	3	4	5	6	7	8	9	10
	<ul style="list-style-type: none"> Develop guidelines for the conservation of the selected key sites. 										
	<ul style="list-style-type: none"> Develop site-specific conservation guidelines for those sites¹⁰ that should be conserved. 										
	<ul style="list-style-type: none"> Inventorise all sites vested in or bequeathed to the Trust and develop geo-referenced metadata base. 										
	<ul style="list-style-type: none"> Inventorise all sites on the island that are worthy of conservation¹¹. 										
	<ul style="list-style-type: none"> Undertake and/or update listing of historical buildings in Saint Lucia. 										
	<ul style="list-style-type: none"> Develop guidelines for use and management of historical buildings, other structures, and artifacts. 										
	<ul style="list-style-type: none"> Develop a electronic SLNT classification of historic places and objects in SLU.¹² 										

⁹ Those sites that do not belong to the Trust can either be sites in private ownership or in ownership by the State.

¹⁰ Sites should also refer to buildings of historical and architectural value. The valuation and inventorying of these sites should be undertaken in collaboration with the architects and engineers organisations.

¹¹ These are to include (a) sites vested in or bequeathed to the Trust; and (b) other sites that meet the criteria for conservation.

¹² This means that the Trust has examined the property and, after discussions with various experts, concluded that the place or object has heritage significance. Nominations can come from the public, expert committees or staff. The Trust then should commence on the compilation of a list or register of significant places and



WBS 200: Conservation											
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)									
		1	2	3	4	5	6	7	8	9	10
212 Historical Sites											
212.1 <u>Morne Fortune Historical Area</u>	<ul style="list-style-type: none"> Development of the Morne Fortune Historical Area as one of the Trust's Historical Heritage Sites. Develop a Booklet on the history of the Site. Establish an Interpretation Site on the Morne. Organise SLNT branded tours with guides trained by the Trust. Establish facilities for collecting fees Re-electrification of PINL Establish, with buoys, a zone for swimming along the west side of the Landmark¹³. 										
212.2 <u>Pigeon Island National Landmark (PINL)</u>											

objects in SLU. The register should be accessible online. If an historic place is threatened, the Trust takes action. Specific media campaigns are conducted to save threatened places, to stimulate debate and to raise the level of public and government awareness of the need to conserve our heritage.

The classification process should be carried out by expert committees of the National Trust and should be supported by the staff and ratified by Council.

An "historic place" can mean a site, area, garden, landscape, building or groups of buildings. It also includes structures, ruins and archaeological sites. "Objects" include moveable heritage like public sculptures or murals.

The Assessment should be based on identifying the architectural, historic, scientific/technical or social significance of the place. The Trust should classify places or objects at five levels: international, national, state, regional and local significance.

¹³ Collaborate with Hotels and Cruise Liner Agents



WBS 200: Conservation										
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)								
		1	2	3	4	5	6	7	8	9
	<ul style="list-style-type: none"> Provision of a life guard and lifeguard station¹⁴ Establishment of a Gift Shop Coastal stabilisation Document History of Soufriere Prepare an inventory of historical buildings, sites and artifacts in Soufriere Establish an Interpretation Centre on the History of Soufriere 									
212.3 <u>History of Soufriere</u>										
213: Natural Sites										
Evaluate inventory undertaken in WBS 210 to identify sites worthy of development and management – develop checklist and guidelines for site selection										
Develop 2 sites										
213.1: <u>Point Sable Environment Protection Area</u>	<ul style="list-style-type: none"> Develop a position paper articulating the Trust's vision for the PSEPA. Identify options and acquire critical habitats and historical areas in the PSEPA Complete Interpretation Centre Rehabilitate trails on Moule A Chique. Re-establish tours to Maria Islands¹⁵ 									

¹⁴ Collaborate with Hotels and Cruise Liner Agents

¹⁵ The Southern Group would like to explore the possibility of taking over the tours to Maria Islands.



WBS 200: Conservation											
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)									
		1	2	3	4	5	6	7	8	9	10
	<ul style="list-style-type: none"> Rehabilitate Trails in Mankotè. Rehabilitate Sugar Mill as a historical site in the PSEPA Establish a programme and schedule of tours¹⁶ to various sites in the PSEPA¹⁷ Develop a multi media documentary on the PSEPA Declare PSEPA a “Litter Free Zone” Develop the site 										
213.2: Anse La Liberté											
220: EDUCATION AND ADVOCACY											
	<ul style="list-style-type: none"> Develop documentary on the evolution of Pigeon Island to PINL Develop documentary on work of the Trust over the last 40 years Develop a series on oral histories of Saint Lucia¹⁸ Develop and implement an annual programme for schools throughout the island Develop and implement annual calendar of school competitions¹⁹ 										

¹⁶ Include kayaking, hikes, nature walks, tours, etc.

¹⁷ Undertake activities in collaboration with or outsource to the private sector

¹⁸ Trust can train its Youth Group to collect oral histories of certain communities and persons; Trust can also seek assistance of Universities

¹⁹ Art, essay and debate competitions



WBS 200: Conservation											
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)									
		1	2	3	4	5	6	7	8	9	10
	<ul style="list-style-type: none"> Develop and implement annual summer programme²⁰ for children. Develop booklets, colouring books etc on specific sites and habitats²¹ for schools Develop multi-media²² campaigns on environmental and conservation issues Build a mobile exhibition²³ on the Trust and on Saint Lucia's patrimony Prepare booklet and documentary on the history of Soufriere Quarterly production and dissemination of Conservation News – review format and distribution process 										
230: INFORMATION MANAGEMENT											
231: Resource Centre	<ul style="list-style-type: none"> Cull and inventurise existing collection of documents; digitise documents where appropriate Develop catalogue of SLNT documents Establish and maintain Resource Centre Develop Policy for Records Management in the Trust, including digital records, 										
232: Records Management											

²⁰ To be carried out in collaboration with the Soufriere and Vieux Fort Groups

²¹ Trust can work with CAMDU

²² Including popular theatre

²³ The exhibition is to be mounted at all major events in Saint Lucia; the exhibition should be circulated through the Trust's Regional Groups



WBS 200: Conservation										
WORK PACKAGES	ACTIVITIES	SCHEDULE (YEARS)								
		1	2	3	4	5	6	7	8	9
	and retrieval and archiving									
	<ul style="list-style-type: none"> Organise/update filing system Organise/update archives 									
233: IT Management	<ul style="list-style-type: none"> Coordinate Office Intra-net Supervise website maintenance Acquire and dispose equipment 									

WBS 300: Business Services and Events ²⁴										
WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)								
		1	2	3	4	5	6	7	8	9
310: BRANDING²⁵ AND PRODUCT DEVELOPMENT										
311: Develop SLINT Brand Signature	Develop Brand Strategy									
	Develop Brand Signature Booklet [defining the positioning, values, core satisfiers and brand essence of the Trust]									

²⁴ Better understanding of the National Trust brand would also enable the National Trust to communicate it internally (particularly to new staff) and to agencies, corporate partners and suppliers

²⁵ In addition to the affirmation of the Trust's mission, there are four elements of the brand:

- Core positioning - what the Trust stands for relative to other brands [CONSERVATION]
- The core needs it meets: i.e. the mix of deep motivators or satisfiers that moved members, volunteers and others to connect themselves with the brand [CONSERVATION]
- Its core brand values, which reflect and are congruent also with conservation values
- The brand essence, the root value of the brand deriving from its unique identity.



WBS 300: Business Services and Events²⁴

WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)													
		1	2	3	4	5	6	7	8	9	10				
	Develop illustrations that depict conservation of SLNT sites/SLU's patrimony														
	Develop on-line and off-line brand exposure														
	Build SLNT brand awareness														
	312: Develop flagship Conservation Enterprises for SLNT Brand														
	Develop Strategy – Identify products and services ²⁶														
	Identify producers and service providers														
	Develop franchising modalities														
	Develop guidelines for franchising														
3.1.2.1	<u>Products</u>														
	<ul style="list-style-type: none"> Print old maps and Caddy's prints for sale Print postcards from pictures and drawings of historical and natural sites Produce calendars and diaries with pictures, paintings, photographs from the Trust. 														
3.1.2.2	<u>Services</u>														
	<ul style="list-style-type: none"> Establish SLNT Kiosks at all ports of entry to sell SLNT branded services and products. Establish Kiosk at PINL Develop guidelines for care and maintenance of paintings for loan from the Helen Collection. Develop an annual programme for showing the Helen Collection. 														

²⁶ Including Heritage/Historical Tours



WBS 300: Business Services and Events²⁴

WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)																		
		1	2	3	4	5	6	7	8	9	10									
	<ul style="list-style-type: none"> Develop a programme on Historical Tours in Saint Lucia²⁷ 																			
320: EVENTS MANAGEMENT																				
321. Develop Trust's Annual Calendar of Events	<ul style="list-style-type: none"> Annual Arts and Crafts Festival to be hosted on one of the Trust Sites Popular Theatre/Cultural Fiesta at the Park Moonlight events at the Park Annual Lecture Series sponsored by the Trust and hosted at one of the Trust sites An Annual Shows by Popular Theatre Groups Annual Fund Raising Event around a Conservation Theme 																			

WBS 400: Membership Services

WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)																		
		1	2	3	4	5	6	7	8	9	10									
410: Membership Policies	<ul style="list-style-type: none"> Identify different categories of 																			

²⁷ Tours of Petroglyphs in Saint Lucia in collaboration with the landowners on land where the petroglyphs are found.



WBS 400: Membership Services											
WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)									
		1	2	3	4	5	6	7	8	9	10
	<ul style="list-style-type: none"> members/customers and determine needs of each category Develop membership packs²⁸ detailing the benefits to be gained from being a member; Develop new membership cards with appropriate text and photographs Digitise and update membership database Develop digitised database of skill sets among members Update Members Directory with contact addresses, telephone numbers, and e-mail addresses. 										
	<ul style="list-style-type: none"> Develop a policy and guidelines for members to (a) represent the Trust at national, regional, and international fora; (b) be mobilised and advocate on issues of national significance, and (c) develop position papers on significant national issues. Develop reporting format for members to report on their representation of the Trust. 										
420: Membership Recruitment	<ul style="list-style-type: none"> Direct marketing to recruit new members and inform old members – 										

²⁸ Include membership pin, bumper stickers



WBS 400: Membership Services										
WORKPACKAGES	ACTIVITIES	SCHEDULE (YEARS)								
		1	2	3	4	5	6	7	8	9
	letters, postcards, inserts									
	<ul style="list-style-type: none"> Review and implement if feasible, Community Membership Agents – <i>provide packs, training</i> 									
	<ul style="list-style-type: none"> Re-establish/reinforce SLNT Chapters in --- Vieux Fort Chapter and Soufriere Chapter, Youth Chapter 									
430: Annual Calendar of Membership Events										
	<ul style="list-style-type: none"> Post annual calendar of events²⁹ – for all categories of members – on website 									
440: Volunteer Programme										
	<ul style="list-style-type: none"> Develop policy on volunteering Volunteer Working Bee Programme³⁰ – develop guidelines 									

WBS 500: Corporate Services										
WORKPACKAGES	ACTIVITIES	SCHEDULE								
		1	2	3	4	5	6	7	8	9
510: ADMINISTRATION										
511: Office Administration	<ul style="list-style-type: none"> Day to day management of Secretariat Procurement of Goods Records management Service meetings of Trust 									

²⁹ Calendar of events must include events to be undertaken by SLNT Chapters

³⁰ Volunteers assist in undertaking the various activities of the Trust and is based on a as needed basis



WBS 500: Corporate Services										
WORKPACKAGES	ACTIVITIES	SCHEDULE								
		1	2	3	4	5	6	7	8	9
	<ul style="list-style-type: none"> Finalise Operational Manual for the Trust Manage consultancy contracts 									
512: Human Resources Management	<ul style="list-style-type: none"> Develop HR Policies Develop Personnel Evaluation System (PES) Provide Training in PES Coordinate bi-annual PES Manage Personnel³¹ and Personnel Files 									
513: Staff Development & Training	<ul style="list-style-type: none"> Develop Annual Staff Training Plan Coordinate Training Plan Evaluate Training programmes 									
520: FINANCIAL MANAGEMENT										
	<ul style="list-style-type: none"> Finalise Financial Guidelines Develop and maintain unified accounting system for entire Secretariat Budget Formulation Budget Execution Payroll 									

³¹ Employee relations services; employment activities; employee wellness programme; employee management system; employee benefits (insurance etc.); Leave Management; service terminations; Labour Management; negotiations & issues; Salary Administration; and Health and Safety



WBS 500: Corporate Services											
WORKPACKAGES	ACTIVITIES	SCHEDULE									
		1	2	3	4	5	6	7	8	9	10
	<ul style="list-style-type: none"> Prepare quarterly and annual financial statements 										
	<ul style="list-style-type: none"> Prepare monthly bank reconciliations 										
	<ul style="list-style-type: none"> Provide regular updates on financial status of SLNT to Director 										
	<ul style="list-style-type: none"> Maintain database of SLNT physical assets 										
	<ul style="list-style-type: none"> Manage lease agreements 										
	<ul style="list-style-type: none"> Record and monitor all revenues of the SLNT 										
	<ul style="list-style-type: none"> Revenue and sales collection 										
	<ul style="list-style-type: none"> Supervise accounts receivable and accounts payable 										
	<ul style="list-style-type: none"> Facilitate annual audits 										
	<ul style="list-style-type: none"> Financial records management 										



V OUR TIMELINE

Although this is a Ten Year Plan, all our attention is going to be focussed on the first five years during which time we will endeavour to achieve the most important objectives of (i) strengthening the Trust and re-energising its membership; and (ii) conserving and protecting Saint Lucia's patrimony. We know that these first five years will be critical: we will need the funds and we will need the staff. If we do not succeed in implementing the short- to medium-term objectives, then there is the likelihood that we will lose much of our heritage. The urgency of obtaining the necessary funds, in a timely manner, cannot therefore be sufficiently underscored.

The Council and the membership have a very critical role to play in the first two years. Members can no longer remain ambivalent; not pay the dues in a timely manner; and not participate in the activities of the Trust. The same applies to members of the Council.

The schedule presented in the section above is a roadmap of how activities in each of the five work packages will be implemented over the life of the Plan. A detailed work plan for the first five years is presented under separate cover in the Corporate Plan. A detailed budget for the first five years is presented as an Excel Workbook and is

a companion document to the Corporate Plan.

VI OUR BUDGET

We need approximately **\$19,481,361.00** to implement activities in the first five years of the Ten Year Strategic Plan. We know that this is an ambitious Plan and we do not have all of the funds that we will need to implement the Plan. We are nevertheless confident that this Strategic Plan will provide us the blueprint for sourcing funds.

The following items, as appropriate, make up each of the budget line items:

- Salary and emoluments
- Staff Stipends
- Utilities
- Communications
- Office Supplies
- Office equipment
- Vehicle maintenance
- Audit fees
- Bank Charges
- Rental of Post Box
- Postage and Courier
- Licenses and Subscriptions
- Insurance
- Security Services
- SLNT meeting expenses
- Vouched Travel
- Staff Recruitment Costs
- Staff Life Insurance
- Staff Medical insurance
- Staff Transportation
- Staff Welfare
- Programme Expenses



a. Five Year Indicative Budget

Work Package	Activities	XCD
WBS 100: Facilitation and Coordination		
	Salary and Emoluments	\$783,636.00
	Administrative Costs	\$146,704.00
	Programmatic Costs	\$3,598,500.00
	TOTAL	\$4,528,840.00
WBS 200: Conservation		
	Salary and Emoluments	\$3,662,401.00
	Administrative Costs	\$1,457,096.00
	Programmatic Costs	\$4,278,000.00
	TOTAL	\$9,397,497.00
WBS 300: Business Services and Events Management		
	Salary and Emoluments	\$902,752.00
	Administrative Costs	\$144,090.00
	Programmatic Costs	\$551,000.00
	TOTAL	\$1,597,842.00
WBS 400: Membership Services		
	Salary and Emoluments	\$623,415.00
	Administrative Costs	\$94,342.00
	Programmatic Costs	\$302,500.00
	TOTAL	\$1,020,257.00
WBS 500: Corporate Services		
	Salary and Emoluments	\$1,184,379.00
	Administrative Costs	\$1,550,046.00
	Programmatic Costs	\$202,500.00
	TOTAL	\$2,936,925.00
TOTAL BUDGET		\$19,481,361.00

Of the 19,481,361.00XCD that is projected as the indicative budget for the first five years of the Strategic Plan, about 35% has been allocated for capital works – coastal stabilisation of Pigeon Island national Landmark; rehabilitation of the Morne Fortune Historical Area; and the construction of the SLNT Head Quarters.

An additional 37% of the indicative budget has been allocated for salaries and emoluments. The effective implementation of this Strategic Plan for the first five years of its life will require hiring five new staff members, three of whom will be at the level of Function Manager. The Business Services and Events Manager is critical and will be hired within the first year of



implementation. The other Managers will be phased in years 2 and 3.

This Plan will be used as the blueprint to mobilise resources. Given the present global economic crises and the gradual contraction of traditional donor funds to Caribbean NGOS, the budget will be presented as a series of packages to donors and sponsors. It is also very likely that different sources of financing will be available at different times during the life of the Plan. To ensure that the scheduling of the activities in this Plan is not compromised, resource mobilisation will be undertaken at least 12 months before the on-set of implementation of each of the work packages and the activities contained therein.

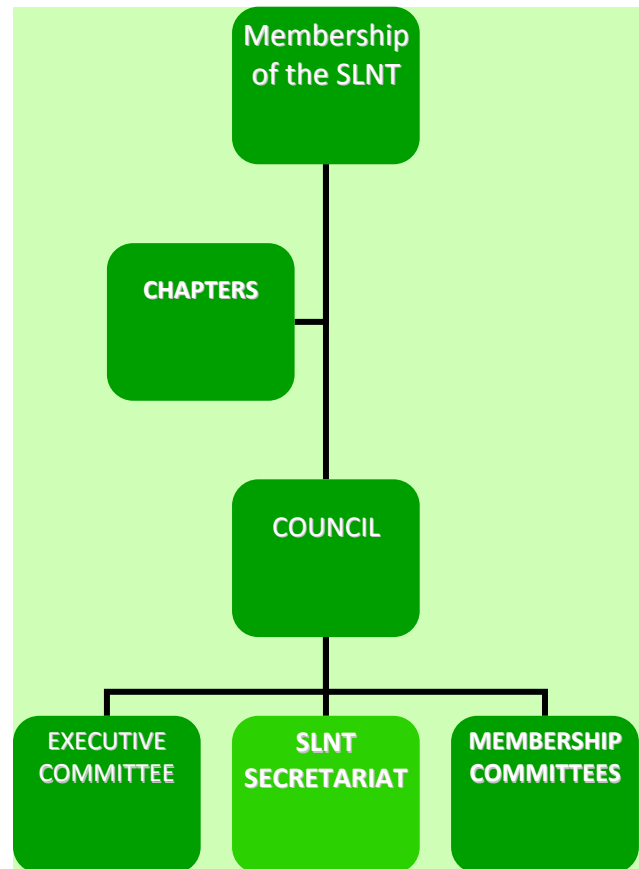
VII OUR ORGANISATIONAL STRUCTURE

In order to deliver this Strategic Plan we will restructure our organisational architecture. The composition and functions of the Council reflect the instructions received from the general membership during the discussions leading up to the amendments to the SLNT Act of 1972.

There will be an Executive Committee which will report to the Council and which will take its instructions from the Council. A number of Committees, each of which will operate with specific terms of reference and specific time lines to deliver their outputs, will support the Executive Council. These Committees

will report to the Council through the Executive Committee.

The Secretariat to the Trust will be made up of the staff and volunteers. The Director who will report to the Council through the Executive Committee will head the Secretariat. The day-to-day management of the Secretariat will be coordinated and facilitated by the Director in collaboration with his Management Team made up of the Functional Managers.

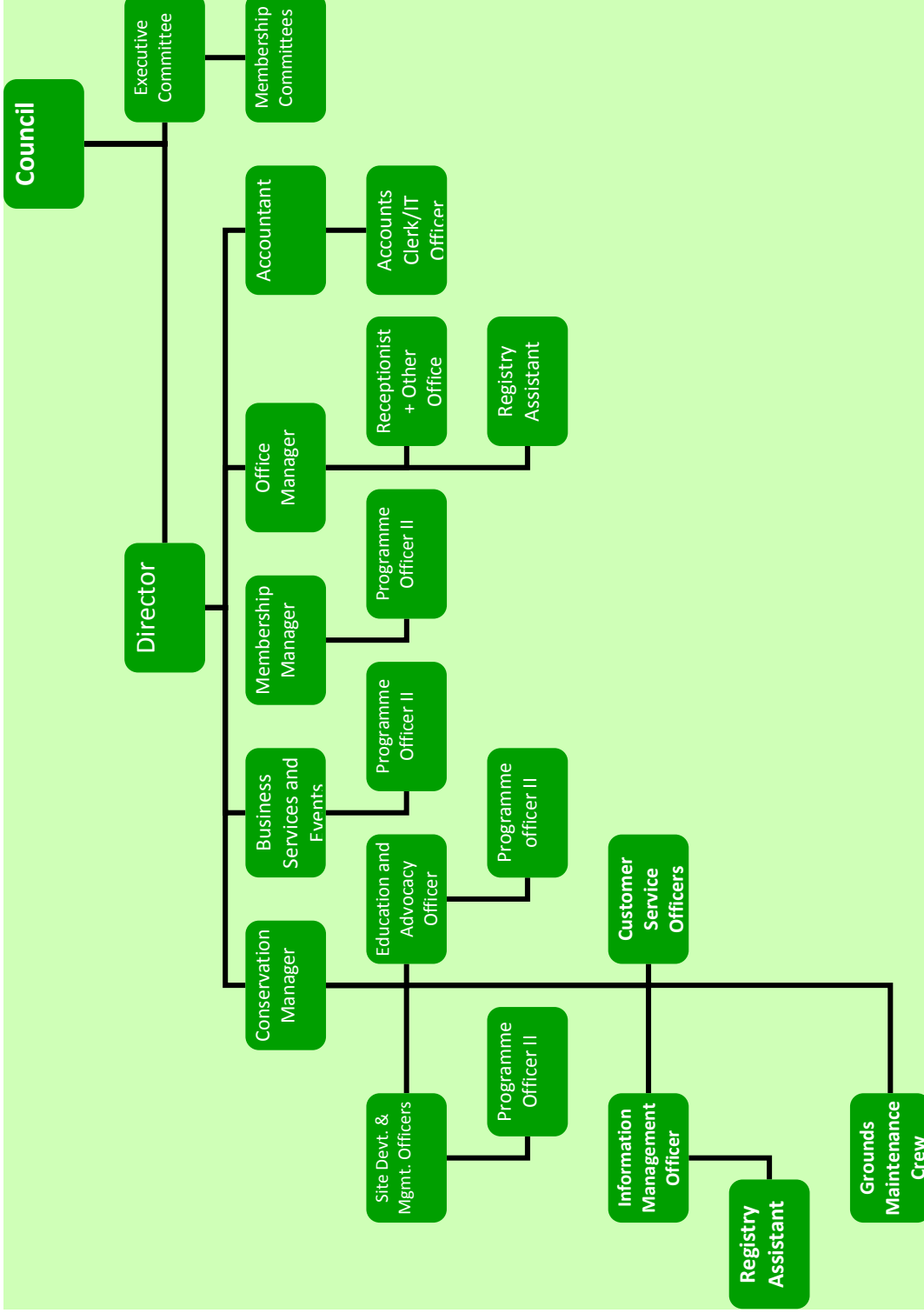


a. Organisational Chart of the SLNT



The Secretariat's Organisational Structure during the life of the Strategic Plan is presented in the next page. This structure will be developed over the first five years of the Strategic Plan. It is possible that funds will not allow for the fully developed structure. Nevertheless, for the Trust to achieve its mission, must undertake most of the activities identified in the Strategic Plan. In the absence of the full cadre of staff, the Trust will actively pursue the assistance of its membership and of volunteers to undertake its work.





b. Structure of the SLNT Secretariat

