

National Fish and Wildlife Foundation  
 Coral Reef Conservation Fund 2012 - Submit Final Programmatic Report (Activities and Outcomes)  
 Grantee Organization: Coastal Quest  
 Project Title: Creating Sustainable Financing and Capacity for St. Lucia Coral Reef Protected Areas

<b>Project Period</b>	09/01/2012 - 06/30/2014
<b>Award Amount</b>	\$60,000.00
<b>Matching Contributions</b>	\$60,000.00
<b>Project Location Description (from Proposal)</b>	The project will focus on the Soufriere Marine Management Area and the Canaries & Anse La Raye Marine Management Area in St. Lucia in collaboration with the Soufriere Marine Management Association.
<b>Project Summary (from Proposal)</b>	Develop a sustainable financing business plan for the Soufriere Marine Management Association. Project will increase the operating budget and improve management capacity to meet mission of protecting coral and marine habitats.
<b>Summary of Accomplishments</b>	<p>The Soufriere Marine Management Association (SMMA Inc.) received its final sustainable finance business plan (short-term outcome 1) in April 2014. The plan was developed in collaboration with the SMMA Inc. and included costs associated with protected area management as well as infrastructure improvements. The SMMA Inc. has already used draft budgets and timelines to achieve the long-term objective to increase its operating budget by securing three sizable grants totaling US \$610,000. With this additional funding and improved fee collection, the SMMA Inc.'s 2014 revenue and operating budget are projected to grow by at least 700% over past averages. The SMMA Inc. also initiated conversations with potential partners and donors interested in financially supporting the SMMA Inc.</p> <p>In addition, more than 60 persons, from the SMMA Inc., other protected area management organizations, and the government participated or received materials from the three sustainable finance capacity trainings (short-term objective 2). Participants self-reported measurable and significant increases in knowledge of sustainable MPA finance as a direct result of the trainings.</p> <p>Finally, using budgets developed as part of this project, SMMA Inc. engaged key decision-makers in discussions and gained buy-in to designate and financially support management of the West Coast Marine Management Area (WCMMA). As a result, SMMA Inc. may be mandated to manage the WCMMA by the end of 2014.</p>
<b>Lessons Learned</b>	<p>One of the key lessons learned for the project was the importance of working with an organization that wants and requested assistance. SMMA had a need and there was buy-in from the Board and Manager for implementing a project to address the identified need. The SMMA Inc. Board and Manager saw the value in participating and engaging in the process and requested the assistance. Ensuring that there is support and need for project implementation fostered active participation from the SMMA Inc. Board, Manager, and staff as well as other protected area organizations and government agencies throughout the project.</p> <p>Another key lesson learned for this project is the need for strong communication between the implementing entity and the entity receiving support from the project activities. The SMMA Inc.'s manger has intense national and global commitments due to her leadership on coastal and ocean issues (including chairing the International Whaling Commission) and thus we continued to experience some challenges</p>

scheduling calls, site visits, and gathering feedback on draft sections of the plan.

In addition, we found that performing real time evaluations at the conclusion of each training helped us quickly and efficiently respond to the questions and needs of participants. We were able to provide real-time advice based on participant feedback, as well as revise training methods to address questions and needs more effectively.

Conservation Activities	Create a sustainable financing business plan for the Soufriere Marine Management Association (Association) MPAs
Progress Measures	Other (Sustainable financing business plan created with support from the Board)
Value at Grant Completion	1
Conservation Activities	Conduct workshops/trainings to increase staff capacity to develop and execute long-term financing business plans in the future
Progress Measures	Other (# of people reached through conducted workshops and trainings)
Value at Grant Completion	30
Conservation Outcome(s)	Actual budget increase of at least 25% for Association MPA management within 1-2 years and 100% within 5 years of implementation.
Conservation Indicator Metric(s)	Other (Additional revenue generated and available for budget.)
Baseline Metric Value	\$150,000/year
Metric Value at Grant Completion	\$150,000/year
Long-term Goal Metric Value	\$187,500/year - \$300,000/year
Year in which Long Term Metric Value is Anticipated	3
Conservation Outcome(s)	Association staff capacity executing newly developed sustainable financing business plan
Conservation Indicator Metric(s)	Other (% recommendation/steps taken as outlined in the sustainable financing business plan)
Baseline Metric Value	0%
Metric Value at Grant Completion	20%
Long-term Goal Metric Value	100%
Year in which Long Term Metric Value is Anticipated	3



## Final Programmatic Report Narrative

**Instructions:** Save this document on your computer and complete the narrative in the format provided. The final narrative should not exceed ten (10) pages; do not delete the text provided below. Once complete, upload this document into the on-line final programmatic report task as instructed.

### 1. Summary of Accomplishments

In four to five sentences, provide a brief summary of the project's key accomplishments and outcomes that were observed or measured.

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The Soufriere Marine Management Association (SMMA Inc.), which is responsible for managing two marine management areas—Soufriere Marine Management Area (SMMA) and Canaries/Anse la Marine Management Area (CAMMA) received its final sustainable finance business plan (short-term outcome 1) in April 2014. The plan was developed in collaboration with the SMMA Inc. and included costs associated with protected area management as well as infrastructure improvements. The SMMA Inc. has already used draft budgets and timelines to achieve the long-term objective to increase its operating budget by at least 25% within 1-2 years of plan implementation and 100% within 5 years of plan implementation by securing three sizable grants totaling US \$610,000. With this additional funding and implementation of a fee collection system that improves collection efficiency (described in more detail in the activities section below) the SMMA Inc.'s 2014 revenue and operating budget are projected to grow by at least 700% from past annual averages of approximately US \$130,000. The SMMA Inc. also initiated conversations with potential partners and donors with legitimate interest in financially supporting the SMMA Inc., such as with Sugar Beach a Viceroy Resort and Ti Kaye Resort and Spa.

In addition, more than 60 persons, from the SMMA Inc., other protected area management organizations, and the government participated or received materials from the three sustainable finance capacity trainings (short-term objective2). Participants self-reported measurable and significant increases in knowledge of sustainable MPA finance as a direct result of Capacity Training 1: Data Collection; Capacity Training 2: Revenue, Partnership, and Marketing; and, Capacity Training 3: Donor Databases and Grant-writing.

Finally, using budgets developed as part of this project, SMMA Inc. engaged key decision-makers in discussions and gained buy-in to designate and financially support management of the entire West Coast of St. Lucia as a managed area. Designation will help St. Lucia meet commitments to protect 20% of its nearshore marine and coastal environments by 2020 under the Caribbean Challenge Initiative (CCI) and Aichi Biodiversity Target 11 under the Convention on Biological Diversity to conserve 10% of coastal and marine areas. As a result of the support they have gained for designation using the budgets and materials developed through this project, SMMA Inc. may be mandated to manage the West Coast Marine Managed Area by the end of 2014.

## 2. Project Activities & Outcomes

### Activities

- Describe the primary activities conducted during this grant and explain any discrepancies between the activities conducted from those that were proposed.

The table below summarizes the activities performed under each of the primary activities and any discrepancies between the activities conducted from those that were proposed.

**Table 1 Summary of Project Activities**

<b>Activity</b>	<b>Progress and Accomplishments</b>
<b>Short-Term Outcome 1: Sustainable Financing Business Plan</b>	
<b>Activity 1 – Data Collection</b>	<ul style="list-style-type: none"> <li>• Preliminary interviews completed with nine key individuals from SMMA Inc. staff and Board.</li> <li>• Document review of SMMA Inc. organizational documents and relevant literature.</li> <li>• Comparative market assessment of model and competing marine protected areas (MPAs) in the Caribbean and internationally.</li> <li>• Initial landscape assessment of potential partners conducted.</li> <li>• Gap assessment of SMMA Inc. financial needs, goals, and current status.</li> <li>• Operational efficiency assessment complete.</li> </ul>
<b>Activity 2 – Data Analysis and Synthesis</b>	<ul style="list-style-type: none"> <li>• Preliminary interview analysis and synthesis completed.</li> <li>• In-person data collection and analysis complete to identify opportunities, challenges, and risks as well as inform recommendations.</li> <li>• Findings shared with Board and key staff to obtain feedback and secure buy-in.</li> </ul>
<b>Activity 3 – Engagement of Key Stakeholders to Create Support and Buy-In</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagement activities completed during interviews, site visits, and trainings.</li> <li>• Throughout the implementation of the project, actively tracked the stakeholder context of the SMMA Inc. as well as the names of other individuals and groups with whom we should engage.</li> <li>• Prioritized potential partners with board members and staff.</li> <li>• Met and gaged interest of potential partners and key ministries during site visits. Discussions focused on management costs, opportunities for partnership, fee collection, and potential designation of the West Coast Marine Management Area.</li> <li>• Participated meetings to engage key decision-makers and partners with the SMMA Manager.</li> </ul>
<b>Activity 4 – Sustainable Financing and Business Plan Development</b>	<ul style="list-style-type: none"> <li>• Using information gathered for each of the capacity trainings and site visits, we developed the sustainable financing business plan and shared versions with the board and staff.</li> <li>• During the second and third capacity trainings and site visits, we shared information and solicited feedback on draft sections of the plan, infrastructure needs (buoys, signage, office equipment, etc.), staffing, and costing identified during site visits that were included in the final plan.</li> </ul>
<b>Short-Term Outcome 2: Increased Capacity for Association (and other participating MPAs) Staff</b>	
<b>Activity 5 – Assessment Design and Capacity-Building</b>	<ul style="list-style-type: none"> <li>• Developed training materials in consultation with the SMMA Inc. Training topics and materials were informed by results from preliminary research activities.</li> <li>• Cross-referenced previous and on-going regional capacity training efforts to avoid unhelpful repetition of material and duplication of effort.</li> </ul>
<b>Activity 6 – Data Analysis and Synthesis Capacity-Building</b>	<ul style="list-style-type: none"> <li>• Developed training materials in consultation with the SMMA Inc. Training topics and materials were informed by results from the first site visit and capacity training, as well as feedback from real-time evaluations provided during the first training.</li> </ul>
<b>Activity 7 – Stakeholder Engagement and Capacity-Building</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagement was an on-going component of this project. Accordingly, it was addressed in all capacity trainings as opposed to having a distinct training.</li> <li>• Provided materials and presented to key decision-makers including the Minister for Commerce, Business Development, Investment and Consumer Affairs and Minister for Agriculture, Food Production, Fisheries, Co-operatives and Rural Development, as well as the Permanent Secretary for the Ministry of Minister for Agriculture, Food Production, Fisheries, Co-operatives and Rural Development.</li> </ul>
<b>Activity 8 – Sustainable Financing Business Plan Development Capacity-Building</b>	<ul style="list-style-type: none"> <li>• We sought input from the board and SMMA Inc. staff to revise and fill in the draft plan.</li> <li>• We incorporated aspects of the sustainable finance business plan development during each site visit.</li> </ul>

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The project had few discrepancies between the proposed activities and the final activities that were carried out, rather some topics such as grant making and fee collection efficiency received greater emphasis than we had initially planned. In addition, through our preliminary research, we realized that identification of new revenue streams was not needed as much as fee collection efficiency improvements. During implementation of the project, we worked with the SMMA Inc. manger and accountant to discuss and recommend changes to improve efficiency of the fee collection process including:

- Improving negotiations and implementation of the SMMA Inc.'s new day-boat and dive/snorkel boat fee collection system. The new system charges tourism venders a flat rate based on 20% boat occupancy for the year rather than a per person rate that required rangers to count visitors to the protected areas.
- Engaging hotels adjacent to the SMMA and CAMMA to include an "opt-out" visitor fee and optional donation line on visitor bills. The SMMA Inc. has already gained buy-in from one hotel to add the fee and donation line in the coming year.
- Implementing an online and electronic fee collection system such as a PayPal link on the SMMA Inc. website and using square or another electronic method that allows visitors to pay fees using a credit card rather than cash. The SMMA Inc. has already secured funding to support implementation of this method in the coming two years.
- Encouraging political buy-in for garnering funding from the government to support management activities and for expansion of the SMMA Inc.'s jurisdiction to include the West Coast Marine Management Area if it is designated.

### **Outcomes**

- Describe progress towards achieving the project outcomes as proposed and briefly explain any discrepancies between your results compared to what was anticipated.
  - Provide any further information (such as unexpected outcomes) important for understanding project activities and outcome results.
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#### ***Short-term Outcome 1: Sustainable Finance Business Plan***

The SMMA Inc. Sustainable Finance Business Plan has been submitted to the Board and Manger of the SMMA Inc. All activities including data collection, data analysis and synthesis, engagement of key stakeholders to create support and buy-in, and plan development have been completed. More detail is provided in the table above. The primary discrepancy in the activities performed was a need to improve current fee collection efficiency and consistency rather than development of new fees or revenue streams. Because of the need to improve efficiency rather than develop a significant set of new fees or revenue streams, the plan provides a list of identified new funding streams for the Board and Manger to consider in the future as well as a list of existing prioritized revenue streams for the SMMA Inc. to continue to use and partners for the SMMA Inc. to engage.

#### ***Short-term Outcome 2: Increased Capacity for Association (and other participating MPA) Staff***

Through project implementation, the team provided three capacity trainings. Each training was well attended by 10-20 participants from the SMMA Inc. (Board and staff), other protected area management entities (such as the Pitons Management Area, Pt. Sable Environment Protection Area, St. Lucia National Trust, and Soufriere Regional Development Foundation), and government agencies (such as Department of Fisheries, Department of Forestry, Ministry of Tourism & Civil Aviation, and the German agency Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ]). Each training provided information to address activities 5-8 including assessment design (capacity training 1), data analysis and synthesis (capacity training 1 and 2), stakeholder engagement (capacity training 1 through 3), and sustainable financing business plan development (capacity training 1-3). For attendees that could not attend a training, the team shared materials and offered to walk participants through the materials or answer questions via phone or Skype.

***Long-term Outcome 1: Increase the Soufriere Marine Management Association's (the Association) annual marine protected area (MPA) operation budget by at least 25% within 1-2 years and 100% within 5 years of implementation of the sustainable financing business plan.***

The SMMA Inc.'s annual revenue has been approximately US \$130,000 per year and the 2014 projected annual income is anticipated to reach US \$ 1 million. As described above, the SMMA Inc. has already received three sizable grants (from the Caribbean Aqua-Terrestrial Solutions [CATS] project that is supported by GIZ, the Global Environment Facility, and The Nature Conservancy) totaling US \$610,000, which ensure that the SMMA Inc. is on track for meeting its target

income. The views and conclusions contained in this document are those of the authors and should not be interpreted as representing the opinions or policies of the National Fish and Wildlife Foundation. Mention of trade names or commercial products does not constitute their endorsement by the National Fish and Wildlife Foundation.

**Long-term Outcome 2:** *The Association staff is executing the sustainable financing business plan to ensure long-term funding security for the Soufriere Marine Management Area (SMMA) and Canaries & Anse La Raye Marine Management Area (CAMMA).*

Through issues highlighted during our preliminary research, specifically to improve fee collection efficiency rather than development of new fees and revenue streams, the SMMA Inc. has begun implementing a new fee collection system to improve fee collection efficiency and consistency. The system reduces the need for rangers to take head counts of tour operator patrons visiting sites in the managed area and streamlines the invoicing process by charging a flat annual fee based on 20% boat capacity rather than a per visitor fee. In addition, during our third site visit, we learned that the SMMA Inc. Accountant, whose role is similar to a Deputy Manager, has altered her hours to ensure that she is present when the rangers leave and return from collecting fees. She also tracks the fees that the rangers go out to collect by providing numbered receipts for them to use when collecting fees.

In addition to the outcomes that we identified at the in the grant application, some unexpected outcomes of our work include:

- The SMMA Inc. has utilized preliminary implementation timelines and budgets to secure grant funding for infrastructure and needed supplies such as vehicles, a boat, a new building, staff trainings, marketing and branding materials, and operational guidelines (legal assessment, position descriptions, standard operating procedures, and a management plan).
- The SMMA Inc. has engaged hotels in the area to include an “opt-out” fee for use of the protected area and donation line on visitor hotel receipts to garner additional funding.
- They SMMA Inc. has also used the preliminary materials to seek political and financial support for designation of the West Coast Marine Management Area.

### **3. Lessons Learned**

Describe the key lessons learned from this project, such as the least and most effective conservation practices or notable aspects of the project’s methods, monitoring, or results. How could other conservation organizations adapt similar strategies to build upon some of these key lessons about what worked best and what did not?

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One of the key lessons learned for the project was the importance of working with an organization that wants and requested assistance. SMMA had a need and there was buy-in from the Board and Manager for implementing a project to address the identified need. The SMMA Inc. Board and Manager saw the value in participating and engaging in the process and requested the assistance. Ensuring that there is support and need for project implementation fostered active participation from the SMMA Inc. Board, Manager, and staff as well as other protected area organizations and government agencies throughout the project. In addition, because the SMMA Inc. and other groups actively participated throughout the project, we were able to provide real-time advice that responded to their specific needs, which they incorporated real-time and realized immediate benefits.

Another key lesson learned for this project is the need for strong communication between the implementing entity and the entity receiving support from the project activities. The SMMA Inc.’s manger has intense national and global commitments due to her leadership on coastal and ocean issues (including chairing the International Whaling Commission) and thus we continued to experience some challenges scheduling calls, site visits, and gathering feedback on draft sections of the plan. Although the manger and staff were very responsive during our site visit, the communication often was a challenge when we were not on site.

In addition, we found that performing real time evaluations at the conclusion of each training helped us quickly and efficiently respond to the questions and needs of participants. We were able to provide real-time advice based on participant feedback, as well as revise trainings methods to address questions and needs more effectively including providing case studies during the second training and walking participants through various grant identification websites during the third training.

#### 4. Dissemination

Briefly identify any dissemination of project results and/or lessons learned to external audiences, such as the public or other conservation organizations. Specifically outline any management uptake and/or actions resulting from the project and describe the direct impacts of any capacity building activities.

All training participants and invitees received copies of the training materials. In addition to training participants, project updates were shared on the Caribbean MPA Partners: Peer-to-Peer Learning website (<https://sites.google.com/site/caribbeanmpaenforcement/follow-up-activities>) throughout the project. In addition, Coastal Quest and its implementing partner Blue Earth Consultants are pursuing opportunities to scale up the impact of this project by presenting a modified version of the capacity trainings during a one-day capacity training that will be held prior to the IUCN World Parks Congress. Other partners in the one-day training include World Wildlife Fund, NOAA, and UN Development Programme.

#### 5. Project Documents

Include in your final programmatic report, via the Uploads section of this task, the following:

- 2-10 representative photos from the project. Photos need to have a minimum resolution of 300 dpi;
- Report publications, Power Point (or other) presentations, GIS data, brochures, videos, outreach tools, press releases, media coverage;
- Any project deliverables per the terms of your grant agreement.

**POSTING OF FINAL REPORT:** *This report and attached project documents may be shared by the Foundation and any Funding Source for the Project via their respective websites. In the event that the Recipient intends to claim that its final report or project documents contains material that does not have to be posted on such websites because it is protected from disclosure by statutory or regulatory provisions, the Recipient shall clearly mark all such potentially protected materials as “PROTECTED” and provide an explanation and complete citation to the statutory or regulatory source for such protection.*

**Explanation:** Pursuant to the terms of the Grant Agreement and the sensitive nature of information included in the sustainable finance business plan related to the SMMA Inc.’s financing and budget, it is not suitable for public disclosure.