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**Session 4C: Staying Focused: Programming and
Financial Challenges of the Saint Lucia National Trust**

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Where are we



Key Statistics

- Independence from Britain in 1979
- Area: 616 sq km
- Population 170,000
- GDP US\$ 985 million
- Services Sector: 72%
- Tourism arrivals: 239 488/260,745
- Universal Secondary Education
- Unemployment: 20%

Saint Lucia National Trust (SLNT)

- Established in 1975
- Mandate to conserve national patrimony
- Membership organisation managed by an elected Council
- Government agreed to provided a subvention of EC\$ 1m (US\$ 370,000)annually for 5 years

Formative years

- Properties with heritage value vested in, or donated to SLNT
- 1980: Conservation Phase
- 1990: Community based conservation programmes
- 2000s: Contraction and refocusing

Programming Pitfalls

- Programming drifted into areas that fall within the mandate of other agencies
- Conflicts with developers and Government
- 1995 – 2005 Strategic Plan not followed
- Alienation of members from decision making
- Internal conflicts at Council level
- Inadequacy of Funding
- Failed investments

Funding Challenges

- Financial independence not pursued
- Contraction of government subvention
- Growth in income lagged behind growth in operating cost
- By 2004 organisation could not pay its bills

Response to Crisis Situation...

- Staff and programme contraction
- Return to core mission
- Redirection of internal energies and alignment of staff capabilities with goals and objectives
- Investments to be based on predictable income
- Expansion of income streams

Response to Crisis

- Mission-based grant funding
- Deliberate linkages between heritage conservation and livelihoods
- Objectives-based assessments
- Strict budgetary controls
- Strategic Plan

Expansion of Income Streams

- Product development and expansion;
- Marketing and Promotion;
- Branding and merchandising;
- Events management;
- Development and Execution of a calendar of fund raising events; and
- Project proposal writing in pursuit of grant funding

Lessons

- Stay focused on our core mission
- Align core competencies with Mission
- Establish and nurture strategic partnerships
- Fight to Good fight
- Money is Important
- Be careful about grant funding
- Manage your Board

Thanks for your kind attention

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