



A Case Study

Implementing Sustainable Finance: Soufriere Marine Management Association, St. Lucia

With support from the National Fish and Wildlife Foundation and the Henry Foundation

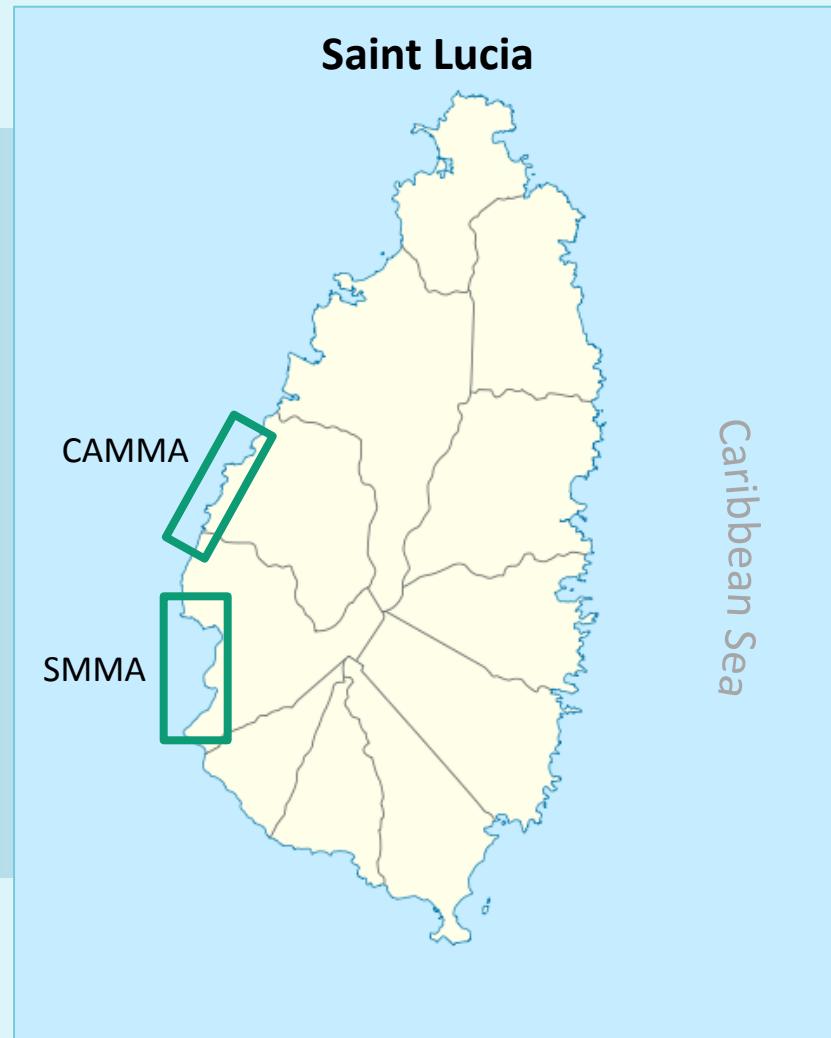
Blue Earth Consultants, LLC
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The Challenge

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“Declarations of protection are worthless without actions and, crucially, without money.”¹

Lack of adequate current and long-term funding and limited capacity are impeding effective management of the Soufriere Marine Management Area (SMMA) and Canaries and Anse La Raye Marine Management Area (CAMMA)



¹ "Troubled waters." (2011). Nature 480(7376): 151-152.

Key Achievements

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Five-Year Sustainable Finance Business Plan

- Overview of current budget status
- Revenue generation model, fundraising, and partnership
- Operations
- Implementation plan and timeline

Improved Fee Collection Efficiency

- New invoicing system
- Reduced rangers' time focused on passenger counts and increased their focus on management activities



Key Achievements (*continued*)

New Funding

- Receipt of three sizable grants totaling more than US \$600,000
- Discussions with hotels to include an “opt-out” fee
- Identification of new revenue sources: Jetty entrance fees, water taxi fees, local fishing license fees, and recreational fishing license fees

Increased Management Implementation

- Increased active monitoring and enforcement of the SMMA and CAMMA

Increased Capacity

- New hires in 2014

Expansion of the Marine Managed Area

- Plan spurred discussions to expand MMAs to St. Lucia’s west coast



Lessons Learned

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Define the Project Need, Opportunity, and Evaluate in Real Time

Have a clear understanding of the need and opportunity that the project will address

Effective Participatory Process

Design and facilitate a process that fosters active participation from the Board, Manager, staff, and other key organizations and government agencies to grow support for new revenue streams or changes in revenue collection

Capacity

Understand what capacity and knowledge (e.g., staff, bookkeeping, etc.) are needed to improve revenue generation and strategic spending over the long term



Lessons Learned (*continued*)

Mission Critical and Optimal State

Assess and outline the mission critical and optimal state revenue models and spending priorities:

- **Revenue Collection Efficiency:** Review the effectiveness of current fee and revenue collection processes to identify opportunities to improve efficiency, lower costs, and reduce opportunities for leakage
- **Revenue Feasibility:** Evaluate the feasibility of increasing current and implementing new revenue streams or collecting fees (e.g., legal, capacity, and buy-in)
- **Costing:** Evaluate all costing needs and maintenance for operations, programs, and fixed assets – Count Widgets!



Blue Earth Consultants, LLC



Website

www.blueearthconsultants.com

Phone

510.268.8207

Mail

283 4th Street, Suite 202
Oakland, CA 94607

Email

sara@blueearthconsultants.com