



Key Questions:

- What is the current level of protected areas financing?
- Taking existing and planned protected areas into account, what are the unmet financial needs over the next decade or so?
- What is the range of options for filling the funding gap and what is the potential of each option to generate revenue for the protected area system?



Sustainable Finance Plan as Communication Tool

The Public:

- Press, visitors, local community, business
- Shares information about PA System, benefits, needs

Stakeholders:

- Policy-makers, donors, resource users
- Delivers results --increased partnerships and donor support --by providing confidence in PA System management



Key Components

- Executive Summary
- Protected Area Overview
- Market Analysis
- Financial Analysis
- Feasibility Analysis
- Marketing Plan
- Long Term Finance Plan



Executive Summary

- Summarizes content of the sustainable plan
- Provides a quick look at the results
- Highlights important findings
- Place to first mention opportunities for stakeholder and donor involvement



Protected Area Overview

- Mission Statement
 - What is the purpose of the PA System
- Enabling Legislation for the PA System
- Unique Features of PA system
 - Why was the PA system established
 - Why is it important
- PA System Inventory
 - Natural and Cultural Resources
 - Facilities, Infrastructure
- Maps



Market Analysis

(External Research)

- Define goods and services provided by the protected areas system;
- Value resources and quantify benefits of resources;
- Evaluate the demand for and supply of these goods and services;
- Analyze contributions to achievement of poverty reduction and meeting Millennium Development Goals



Financials

(Internal Research)

- Funding and Expenditures
 - Historical
 - Expected
 - Required
- Financial Gap Analysis
- Scenario Analysis (realistic cost-recovery levels)
- Strategies
 - To increase funding
 - To decrease costs
 - Capital Investments



Marketing Plan

- How well known is PA System?
 - In the country
 - To outside visitors
- Publicity for and education about PA System
 - How to tell local and foreign customers about unique qualities of PA System
 - Why PA System is important
 - Outcomes of PA System operations
- Partnerships and Alliances



Feasibility Study

- Identify potential private and public sources of external financing
- Identify innovative financing mechanisms
 - Screen and prioritize
- Assess the short- and long-term viability of external funding and self-financing options;
- Assess the suitability of legal/institution/market framework for different mechanisms;
- Analyze revenue streams with low, medium, and high levels of certainty;
- Over 10 year period, project the sustainability of revenue flows versus cost projection;



Long Term Finance Plan

- Design implementation strategies for those revenue generating projects;
- Recommend effective and efficient uses of resources captured or generated;
- Propose strategies to seize opportunities or overcome legal and institutional barriers and other impediments/risks;



Ideal Results

- Marketing tool
- Identifies benefits of PA System
- Management tool to measure and monitor progress toward goals
- Improves PA System managers' ability to express funding needs to possible donors and government
- Donors can make funding decisions based on a standardized assessment of costs and needs
- Provides a suite of strategies that can/should be implemented to improve long-term financial sustainability



Potential Financial Resources

- NFWF/NOAA Coral Reef Grants
 - Focus: sustainable financing, enforcement capabilities, or management planning gaps
 - US\$20-70K, with 1:1 match, Dec. 17 deadline
- GEF Small Grants
 - Limited to NGOs and CBOs
 - Up to US\$50K, revolving deadline



Business Planning Resources/Tools

- Excel Business Planning Tool
- Conservation Finance Alliance (CFA):
www.conservationfinance.org
- Business Planning Terms of References



Questions?