# Guide to Business Planning for Protected Areas in Papua New Guinea

Author: Michelle McGeorge, Grow Strategies.

# Table of Contents

# Abbreviations

BP       Business Plan

CEPA    Conservation and Environment Protection Authority (PNG)

CBO      Community Based Organisation

COS      Cost of Sales

FP       Financial Plan

GST      Goods and Services Tax

IPA      Investment Promotion Authority

IRC      Internal Revenue Commission

LLG      Local Level Government

MP       Management Plan

NGO      Non-Government Organisation

PA       Protected Area

PABP     Protected Area Business Plan

PAMP     Protected Area Management Plan

PNG      Papua New Guinea

SWT      Salary and Wages Tax

TIN      Tax Identification Number

UNDP     United Nations Development Programme

# Definitions

**Action Plan**  A document that outlines the detailed tasks or steps needed to be taken to meet an objective, including who is responsible to action the task, when the task is to be performed and what resources are required

**Financial Plan**  A document that provides an overview of recent financial performance and the future financial projections for growth detailing what strategies will be adopted to achieve projections

**Goal**  A goal is an achievable outcome that is typically broad and long-term

**In-kind donation**  A donation which is not cash but rather either a tangible good (e.g., donation of a laptop, or fuel, or useable item, or a service given for free (e.g., free advertising in the newspaper, free accounting support, volunteer labour, etc)

**Marketing Plan**  A document that outlines the marketing strategies and activities for promoting the organisations products and services

**Objective**  An objective defines measurable actions in the short term to achieve an overall goal

**Product**  A sales and marketing term to describe a tangible item (something physically touchable), such as wood, honey, plants, etc, that may be made available to customers for sale.

**Protected Areas**  An area of land and/or sea especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means (IUCN 1994)

**Protected Area Business Plan**  A document that outlines the objectives and activities required to achieve the goals of the Protected Area Management Plan

**Protected Area Management Plan**  A document that details the overarching goals and actions needed to ensure a protected area retains the purpose for which it was established

**Service**  A sales and marketing term to describe an intangible item (something not solid) such as providing guided tours, educational lessons, or transportation services, that may be made available to customers to sale

# Forward

The Guide to Business Planning for Protected Areas in Papua New Guinea is designed to assist any organisation, whether a formally registered non-government organisation (NGO), a community-based organisation (CBO), or any other group, business or organisation directly involved and committed to the management, maintenance and/or conservation of a protected area in PNG. The use of the word 'organisation' throughout this guide is used to depict any of the above types of entity structures.

The use of word 'protected area' should be considered to include PNG Government declared protected areas, areas waiting formal protection status, and any other area that an organisation is committed to sustainably managing due to its recognised biological diversity, natural or cultural value and/or significance. Throughout this guide, the use of the term protected area, is used to cover all areas as described above.

The language used in this guide is intentionally easy to read, to enable the greatest number of people to benefit from the guide. Likewise, it is written directly towards the person or people developing a business plan to assist them through the process.

For ease of reference, this guide is broken into three key parts:

- *Part 1: Why business planning is important*.
  This part focuses on why a business plan is required for protected area management, provides suggestions on how to plan for writing, and who should be involved in the process.
- *Part 2: Writing the business plan*.
  This part forms the bulk of the guide and breaks down each section of the business plan process into finer detail.
- *Part 3: Activities*.
  This part provides suggested activities and exercises linked to Part 2 to assist the reader in developing the content of the business plan in addition to real examples.

This guide has been developed as an extension to the training course '*Business Planning for Protected Areas Capacity Building*' which was delivered 8-9 June, 2022 at the Hilton Hotel, Port Moresby, PNG as hosted by the Conservation and Environment Protection Authority (CEPA) and supported in partnership by the United Nations Development Programme (UNDP). Whilst an extension to the training course, this guide will still prove useful to those who did not attend the training as the guide reintroduces and expands on the content delivered during this course. PowerPoint slides from the above-mentioned course can also be obtained from UNDP.

Lastly to note, this guide is one of a growing number of resources created across the world to support organisations in the management of protected areas. This guide has been written specifically with the Papua New Guinea (PNG) context in mind.

# PART 1.  Why Business Planning Is Important

## Introduction

Planning is an essential skill required to effectively run a protected area (PA).  Planning is important because it helps to identify and articulate goals and objectives as well as the actions and requirements needed to achieve these set goals and objectives.  It is also an effective communication tool for stakeholders including staff, donors, supporters, government authorities and the community groups impacted by the PA.

Traditionally, those interested in or passionate about conservation focused their studies in the field of natural sciences.  There was little consideration that a conservationist may also need training in business, financial management and other soft skills such as marketing, partnership development or human resources for example, as these skills were considered only necessary for those in the business world.

However, it is now recognised that those managing PAs need not only a passion for conservation, but also a sound understanding of corporate-world business skills to strategically move the PA and the organisation managing the PA forward[1].

To effectively manage a PA planning must be at the forefront with core plans to include, but not limited to, the:

- Protected Area Management Plan (PAMP).  This plan is primarily focused on the conservation side of the PA and involves assessing and recording the sites condition, evaluating the current and projected needs and threats, and developing strategies to address those threats[2].

  A PAMP helps to establish the foundations on which key stakeholders (community members, government, researchers, conservation organisations, etc) have agreed to on how the PA should be managed for the benefit of current and future generations and to ensure that the natural biodiversity of the area is maintained.  The PAMP outlines the aims and objectives needed to ensure the PA achieves these goals by which it was established[3].  This is the key and foundational plan required for all the other plans to be effective.

  There are many resources available to assist organisations in developing a PAMP (refer: *Further Reading*).  This guide does not cover the process of developing a PAMP.

- Protected Area Business Plan (PABP).  This plan sets out the objectives and activities required to achieve the goals of the PAMP, and how it will be achieved through detailed financial, marketing, and operational planning.

---

[1] Patry, M. (2008) '*Business Planning for Natural World Heritage Sites – A Toolkit*'. UNESCO
[2] Conservation Finance Guide (2002) '*Business Planning for Protected Areas*'.
https://www.conservationfinance.info/business-planning-for-protected-areas
[3] Sidle, J. '*A basic Guide to Protected Area Management Plans*'. SPREP
https://www.sprep.org/attachments/Publications/BEM/management-plan-guidelines.pdf

Whilst the PAMP describes the conservation area and goals to maintain the PA, the PABP details the current situation and future operational actions to move the organisation and PA forward. The content and purpose of this guide is to cover creating and writing a PABP.

Included within the PABP are three detailed sub-plans, which (depending on their size) may be presented as stand-alone documents, and are:

- <u>Protected Area Financial Plan.</u> This plan focuses on knowing what the costs for implementing the PABP objectives are, as well as identifying how the various funds will be sourced. This guide covers writing a PA financial plan

- <u>Protected Area Marketing Plan.</u> This plan focuses on what products and services will be provided by both the PA and organisation and how it will be promoted and communicated to reach the identified key stakeholders. This guide covers writing a PA marketing plan

- <u>Protected Area Action Plan.</u> This plan details the tasks that the organisation will undertake, along with the who, when, and what, to ensure that the goals and objectives set within the PABP are achieved. The Action Plan also assists staff in recognising their roles and activities, as well in monitoring the progress made. This guide covers writing a PA Action plan

The benefits of developing a PABP, including its Financial, Marketing and Action Plans, for both the organisation and the PA include that it,

- establishes a strong plan on how you intend to maintain a PA,
- assists and supports Government in their budget planning and global sourcing,
- identifies the financial needs required to conduct the PAMP activities,
- justifies increased support for the PA and how funds are intended to be used,
- outlines expansion plans or the changing role of the organisation in its management of the PA,
- provides greater stability by identifying and meeting the organisations basic financial needs,
- determines marketing & communication tools to reach new potential funders and donors,
- details the current and future planned projects to new and existing funders,
- identifies and fixes areas of wastage, whether funding, expenditure or capacity gaps,
- identifies potential new revenue opportunities and increases the number of revenue streams available,
- improves staff involvement and motivation in the organisation and PA,
- details the most effective path to achieving the PAMPs goals and aims,
- monitors the overall progress and performance of the organisation and PA, and
- helps the organisation to stand out from others and increases chances for funding support and success.

It is important to recognise that each plan is necessary because of the connections that each plan has with the others. For example, failure to have a PAMP means that it will be difficult to develop a PABP as the overarching goals for the PA are identifying and detailed in the PAMP. Likewise, without the main body of the PABP, it will be difficult to develop a PA Financial Plan as there will be insufficient information on what needs funding. Likewise, the Marketing Plan can only be created and subsequently implemented after the body of the PABP and funding detailed in the Financial Plan is known. And without any of these plans, the objectives and tasks needed to be achieved as detailed

within the Action Plan cannot be known.  By developing all the plans, the organisation can be confident that it will achieve the organisational goals for the PA in that it will be implemented in the most efficient and effective way possible.

When all these plans are developed and used, the true potential of the organisation and its impact on the PA will be possible.  This is the 'sweet spot' of organisational performance (Figure 1).
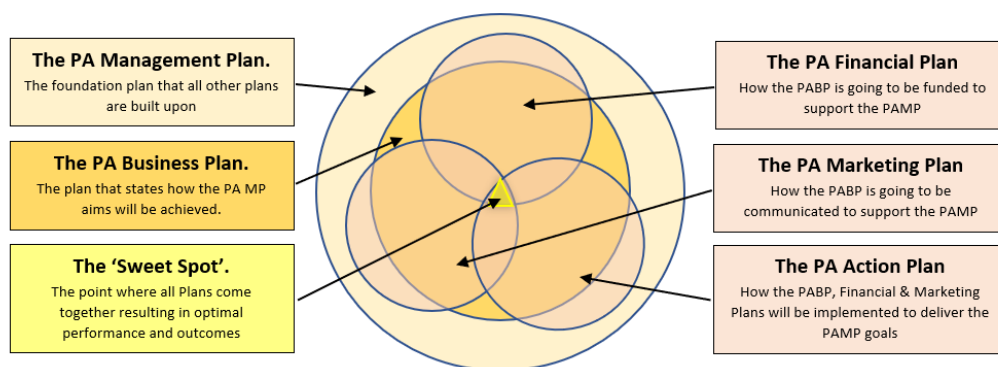


Figure 1.  How all PA plans work together

It should also be noted that some BPs may add additional plans (e.g., infrastructure & capital works plans, risk management plans, etc) that are not included in this guide.  However, plans covered in this guide will provide an organisation with a strong PABP.

---

**Complete Activity 1: "*How will a PABP benefit your organisation and PA?*" in Part 3 of this guide.**

This activity is designed to think about where the organisation is now and how developing a PABP could assist it moving forward

---

One of the benefits identified in developing and implementing PAMPs and PABPs is the ability for these plans to make your assist the organisation in standing out from other PAs.  There are many organisations globally managing PAs and, like your organisation, is seeking funding support to do so.  But the amount of global funding available to PA management is limited and is becoming increasingly competitive.  Agencies responsible for giving funding to organisations performing PA management are also increasingly likely to give funding only to those organisations who can demonstrate and show that planning has taken place and that the necessary plans, including PAMP and PABP have been developed and are being used.

Likewise, with limited global funding support available, it is also vital that organisations managing PAs recognise that they will also need to find ways to self-generate revenue to meet all the necessary financial requirements to overseeing and managing the PA.  This includes identifying ways to self-generate income through the activities of the PA and organisation and to broaden the search for revenue opportunities beyond traditional grants and funding sources.  All this must be achieved whilst ensuring that the PA conservation aims remain the key objective.

Furthermore, the more that PNG-based organisations develop and implement PAMP's and PABP's, the better positioned CEPA is to advocate for further global funding support to be directed into PNG conservation efforts. PNG is but one of hundreds of countries seeking multilateral and bilateral funding to support its country's conservation efforts. To stand out from other countries seeking funding investment, CEPA needs to show evidence that conservation organisations have their planning in place to successfully manage PNG's PAs to increase the chances of funding being directed into PNG PA management.

> **Complete Activity 2: "*Where would you invest funding support?*" in Part 3 of this guide.**
>
> This activity seeks to look at funding from the eyes of the donor. As a donor, who would you be willing to provide your funding support to?

## Preparing to write the business plan

During the process of writing the PABP it can be useful to refer to the SMART goals[4], a commonly used acronym designed to identify clearly what you want to achieve. The SMART goals are summarised in Table 1. below:

Table 1. The SMART Goals

| | GOAL | DO | DON'T |
|---|---|---|---|
| S | Specific | Be clear and concise in your planning. Set real targets, numbers and deadlines. | Make broad statements, write long paragraphs or use big fancy words that do not help in getting directly to the point. |
| M | Measurable | Make sure the goals and targets can be tracked and measured against targets for progress updates. | Make statements about improving things without being clear how that looks. |
| A | Attainable | Work towards goals that are challenging, but possible. | Try to achieve too many things too quickly. |
| R | Realistic | Ensure your tasks are achievable when considering the resources you have and the potential challenges ahead. | Set targets and deadlines that will be hard to achieve, whether due to internal or external challenges you may face. |
| T | Time-bound | Set yourself timeframes | Don't leave projects and tasks open-ended without clear time goals. |

When it comes to the actual PABP writing process, it can be useful to think of the process in stages[5] broken into: plan, write, revise, and use.

1. Plan

Ask yourself the following planning questions in preparation to write:

- <u>When do you want to write the PABP?</u> Do you already have a PAMP in place? If not, do you need to consider writing the PAMP first or will you attempt to write both at the same time?

---

[4] MindTools (2022). '*SMART Goals*' [online]. https://www.mindtools.com/a4wo118/smart-goals [Accessed 12 Aug, 2022.]
[5] LifeRich Publishing (2022). 'The 5-step writing process: From Brainstorming to Publishing' [online]. https://www.liferichpublishing.com/en/why-us/author-resources/the-5-step-writing-process [Accessed 12 Aug, 2022.]

- <u>When will those writing the PABP have the time to write?</u> Dedicate time specifically to writing is important to complete the PABP in a timely manner. Options may include blocking out a solid period of continuous time or allocating several days each week. Consider who will be involved and how much time they might need and have available.
- <u>How many years do you want the PABP to cover?</u> Commonly, PABPs are written for a period of time, often three-five years. Whilst the main body of the PABP may not vary greatly in 3 years, often the Financial, Marketing and Action Plans need to be created (or reviewed) every year. This is because as time goes on, changes to your plans and activities are likely to occur. The business plan should be considered a 'living document', that is regularly updated for relevancy.
- <u>Who will be part of writing and/or reviewing the Business Plan?</u> Getting the right team is important. Whilst some people may not be directly involved in implementing the plan, their expertise and knowledge may be a valuable in helping put the PABP together. Some suggested people to consider include those with experience in:
  - Strategy (such as CEOs, General Managers, &/or Board members)
  - Finance (such as CFOs, accountants, accounts staff, or people with money management skills
  - Operations (such as PA managers, conservation officers, rangers)
  - Marketing &/or public relations (such as Marketing Mangers, those with experience in social media, communications &/or, partnership development)
  - Other (this may include past sponsors, donors, supportive local businesses)

  The above represent a diverse group of skills and backgrounds and whilst the organisation should lead the development of the PABP, external professional opinions can be valuable for feedback, suggestions and ideas.

- <u>Do you have all the information needed ready?</u> To write a PABP, it is important to have as much information available to you as possible. Some of this will come from within the organisation (such as financial records, organisational structures, past plans, etc) and other from external sources (such as local data on tourism, business growth, population and livelihood data, LLG &/or provincial government planning, etc). Some information and ideas may be obtainable from similar PAs and organisations, particularly those that may have already developed plans.

## 2. Write

Some tips to consider when writing and developing the PABP include:

- <u>Set calendar time frames and deadlines</u>. Break down the PABP into its sections and set deadlines for completing each section rather than tackling the whole document at once.
- <u>Bring in the team</u>. Give the PABP team plenty of notice to prepare and set deadlines for when information needs to be provided or completed by.
- <u>Sit down and write</u>. Often starting can be the hardest part. By starting with those parts that are considered easier by the BP team (often areas where the team has the most amount of experience or expertise in, or where information is easy to source), can help in progressing the PABP forward towards tackling the more difficult sections.

## 3. Revise

When revising, ask the following questions:

- <u>Could someone from another country with no knowledge of the PA or PNG read this and understand all aspects of the PABP?</u> Remember whilst the plan is an internal document by nature, it may play an important part in external communications with Government, donors and partners.
- <u>Does the business plan follow the 'SMART' goals</u>? Is the PABP specific, measurable, attainable, realistic and time-bound? Are the goals realistic and achievable in the timeframes set? Is the financial planning realistic? Can the organisation or PA self-generate the income specified? What is the likelihood of securing the external funding sources (grants, etc)?
- <u>Does the PABP address the goals and objectives of the PAMP?</u> Does the PABP clearly show how the goals and objectives of the PAMP will be achieved?
- <u>How is the spelling, wording, layout</u>? Are there suitable images, graphics, diagrams and charts to help communicate the written word, and is the written word without spelling mistakes?

The revision stage is the time to share the draft with the PABP team and ask for comments and feedback. With each review, make the necessary changes. When revising, ask the readers if there were any parts they didn't understand? Did the reviewer think of items that had been omitted from the first draft that should be included? Don't rush the revision stage as each revision builds a stronger, more achievable PABP.

## 4. Use

Once the revision stage has been finalised the PABP is ready to put into action and implement. Share the PABP with staff and volunteers, and where appropriate key stakeholders, CEPA, funding and other partners, and the local communities impacted.

The PABP writing process can take up to 3 months (but the total time will depend on site, stakeholders, availability of data and time allocated each week to complete).

Now that the reasons behind why planning is important and the process of how to put the plan together, Part 2 of this guide will provide the specifics of what the contents of a PABP should include.

# PART 2: Writing the Business Plan

Each PABP will vary in the way it is presented and put together with differing presentation, content, length, pictures and diagrams that will be influenced by:

- What the organisation hopes to achieve from the PABP. Is it intended for the organisation's internal staff only or will it be used as a communication tool for potential funding donors and partners, or both?

- How large the organisation is and its funding needs. Larger organisations with large budgets and staffing numbers will need to go into more detail, particularly with their financial and other plans to justify funding needs and to clearly articulate the roles and responsibilities of all staffs.

- The current phase of the organisation and PA. Is the organisation newly formed with rapid growth, or is it well-established and experienced in the long-term management and oversight of the PA? Likewise, is the PA newly established requiring lots of oversight and community engagement, is it mature with active partners and collaboration, or is it a PA that due to its remoteness needs little intervention and management?

Regardless of how it is prepared, there should be the following minimum key sections as illustrated in the Figure 2, below.



**Key Sections in a Business Plan**

- Executive Summary
- Description of the PA or PA's
- Market Analysis
- Management & Organisation
- Financing Plan
- Marketing Plan
- Action Plan

Figure 2. Key Sections to incorporate into a Business Plan
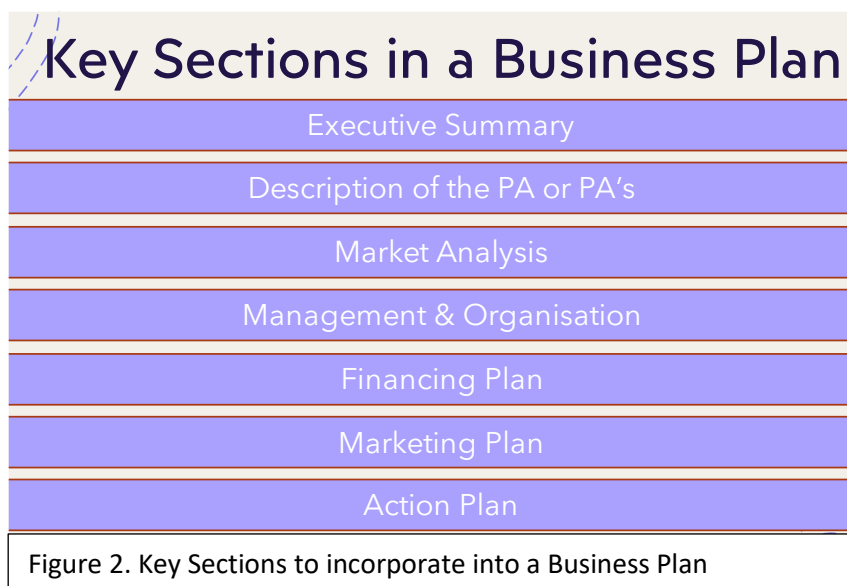
## Section 1: The Front Matter

### The Front Page

The Front Page (or cover page) to the PABP should incorporate the following elements:

- The organisations logo (if it has)
- The name of the organisation
- The Title (Business Plan)
- The specific period that the PABP covers (e.g., 2023-2025)
- Legal/business information including:
  - Physical address
  - Mailing address (if different from above)
  - Phone number
  - Email contract address
  - Website link (if it has)
  - Senior contact person (eg the GM)
  - IPA registration number (if it has)
  - IRC TIN number (if it has)
- Date the document was finalised
- Optional: A confidentiality statement. (e.g., "*This Business Plan is provided in confidence. The reader agrees to not disclose any of the information within the plan without the prior written permission of the organisation*")
- Suggested: A beautiful picture of scenery in the *PA, staff, or people using the PA. You want something that grabs the reader's attention and emotionally 'connects' them to the PA. Animals and children are emotive and are often used when trying to connect a reader.*

Figure 3, provides an example of how a cover page may be set out.

(Your Logo if have)

(Insert Name of Organisation)

# Business Plan

(Insert the period/years the business plan is for)

*(optional – a beautiful picture)*

(Insert legal information including:)
(physical address)
(mailing address – if have)
(phone number, email address, website)
(IPA registered number – if have)
(IRC TIN number – if have)

Created: Date. Version #

(Optional: Confidentiality statement)

Figure 3. BP front page example

### Table of contents, acknowledgements, acronyms, and definitions

The next section and front matter pages of the PABP may contain the following:

- Table of contents. This page assists the reader to locate specific sections of the PABP by a page number so prevent the reader having to search through the entire document. Refer to the table of contents in this guide as an example.
- Acknowledgements. Whilst not necessarily required, some PABPs may include this section as a way of thanking those who supported in the development of the PABP through either editing,

provided information, participated in discussions, or supported with advice and recommendations. This may include thanking local community groups who support the management of the PA.

- Acronyms (also called abbreviations).  This section lists all of the shorted words used in place of a whole word or phrase.  For example, this guide uses the letters 'PA' to mean 'Protected Areas'. Likewise, CEPA is short for the 'Conservation and Environment Protection Authority'.  If acronyms are used, the first time the word is used it is written in full followed by the acronym in brackets., e.g., Protected Area (PA). This tells the reader that in future the acronym PA will be used.  You may not need an Acronym section if you do not shorten any in words in the PABP.

- Definitions.  In some instances, there may be words that the reader may not be familiar with that are used in the PABP.  In this case, a Definitions section, provides a place to list unfamiliar words with their meaning.  These words are listed alphabetically.

The beginning of this Guide includes each of the above sections and can be used as an example.

## Section 2:  The Executive Summary

The Executive Summary is a key section in the PABP as it provides an overview of the main points contained within each section of the PABP.  It summarises the key points of the document within 2-3 pages to provide the reader with a snapshot overview of the entire PABP without reading the document in full.  The Executive Summary may be the only section that a potential partner, sponsor or Government Department reads and as such it needs to clearly summarise the key points including highlighting the importance of the PA, organisation and the future plans to be implemented to encourage the reader to continue further into the document.

Even though this is the first section in the PABP it should always be the last section written as the information contained in this section comes from the detailed contents in the main body of the PABP.

The Executive Summary seeks to highlight and include:

- Key facts on the PA.  What makes it so unique and special?  What are the key facts about the PA (size, biodiversity stats, location, etc) and who is benefits from the PA.
- The organisation.  What is the vision and mission of the organisation and history, ownership, experience and role in the management of the PA.
- What are the 'markets'?  Which markets impact and are impacted by the PA and who are the potential new markets out there.
- The priorities of the PA.  What are the key objectives to be delivered by the organisation? How will the objectives be achieved? This should summarise the high-level objectives the organisation is working to achieve for the PA through the PABP.
- The financial plans. What is the financial history of the organisation and what are the future priorities for raising and finding funding to achieve the objectives of the PABP? Identify where, how and when the funding will be sourced.

Once the key points from within the PABP body have been summarised, provide a concluding paragraph that highlights the key messages for the reader to end on.  Each Executive Summary will be different to reflect the organisation that wrote it and the main purpose and objectives for creating it.

An example of a PABP executive summary can be found in Part 3: Protected Area Business Plan Examples, *Executive Summary*.

# Section 3: Description of the PA and Organisation

This aim of this section is to set the scene, giving a detailed overview of the PA, what the PA's impacts are and what impacts on it. This section also covers information on the organisation and its role in managing the PA.

When writing this section, it may help to imagine the reader as someone from another country who has never heard of PNG, the PA, and is unfamiliar with PNG's geographical location and it's natural environment, biodiversity, culture and history. By writing for this person, the description will be detailed and provide a clear picture in the readers mind of PNG and the PA. Ensure that the descriptions highlight the significance and impact of the PA, and your organisation's aims and objectives.

The key components to include in this section, and which can be used as sub-headings in the PABP are:

| Profile | Vision & Mission | Description & maps | Situational Analysis | Stakeholder Analysis | SWOC |

Real examples for each of these can be found in Part 3: Protected Areas Business Plan Examples.

## Profile

The profile sub-section provides an overview or 'snapshot' of the organisation. Some considerations of information to highlight and include are:

- The organisation's legal structure. Is it registered with the IPA and IRC and if not, why not, does it intend to be, and if so, when?)
- When was the organisation formed and what is a brief history behind its establishment?
- What are the current key tasks and roles of the organisation in managing the PA?
- How does the organisation function and what is the process for decision making? Is it run by a Board, committee, or executive manager? Are there paid staff &/or volunteers? How are they recruited and selected? How many people (paid and unpaid) contribute to the organisation?
- Where does the organisation operate from (office, hall, house, in the village, etc)?
- How is the organisation currently funded (grants, self-generation of revenue) and how does it account for and monitor its spending? What accounting policies are in place? Does the organisation have an accountancy firm or it accounting managed internally? Has the organisation been audited and how often is this done?)
- Does the organisation own any assets (such as buildings, cars, equipment, etc) and what is the value of all the assets?

## Vision and Mission

Include within this section the organisations vision and mission. A vision statement is a short aspirational statement, generally no more than one sentence in length that summarises the future ambition of the organisation. It emphasises the long-term goal as to why the organisation exists. Vision statements are often used to remind staff and highlight to external audiences what the purpose of the organisation is and why it was formed.

Whilst very similar to a vision statement, a mission statement explains why your organisation exists through its purpose and intention. The mission statement generally supports the vision statement by stating the organisations key objectives that will enable it to reach the aspirations set out in the vision. It is normally about 2-3 sentences long.

Often the organisation's vision and mission is already determined and specified in the PAMP. However, it should also be included in the PABP as the goals and objectives of the PABP are developed to move the organisation towards achieving the vision and mission so highlighting it in the PABP is also important.

## Description of the PA and Maps

It is important to include and describe the PA within one to two paragraphs and detail exactly where it is located. This can also be achieved with the inclusion of maps and illustrations that show a) the country of PNG in relation to its neighbouring countries to help pinpoint its geographical location in the world, and b) a map of PNG that pinpoints exactly where the PA is situated within PNG. Some organisations may include additional maps, including ones of the PA itself detailing what is geographically located within it (highlighting rivers, coral reefs, key eco-systems and habitats, village locations, cultural sites, infrastructure of note, etc).

In addition to above, it is good to include (whether by maps or within the written paragraphs):

- The province where the site is located;
- What is the size of the PA;
- A brief history on the PA. If it is not a gazetted PA, explain what the plans are, and if any progress has been made towards gazetting as an official PA;
- What are the unique features and natural biodiversity features that make the PA so important (number or percentage of endemic species, endangered or threatened species);
- What is the value the natural/cultural resources found within the PA;
- Do you know the value of the PAs ecosystem services and contribution, if known;
- What ecosystem services and contribution does the PA provide to those living within or surrounding the PA; and,
- How many people live within or surrounding the PA who are impacted or use the PA. What are their demographics (ages, income, etc).

When writing this section, it can be useful to refer to the PAMP as much of this information should be detailed within this plan. The reader should finish this sub-section clearly understanding where the PA is, what is found in it, what is around it, who it impacts and benefits, and why is it so unique. Use facts and figures where possible to validate claims rather than generalised statements.

## Situational Analysis

This sub-section is focused on describing:

- The current state of the organisation, how it manages the PA and its relationship to Government and impacting Government policies.
- How the organisation manages the PA and what are the activities.

- Does the organisation or those communities surrounding the PA currently derive any benefits from the PA? For example, does the organisation or communities surrounding generate revenue or other livelihood benefits from the PA?
- If benefits are derived from the PA, what are the sources and types of benefits that are being used or provided?  For example, does the organisation or community harvest honey from the PA to earn revenue, or source water, wood and other materials from the PA?

The aim is to articulate how the organisation connects to the PA, to Government and to communities and how big the scale of the operations is, how much involvement and oversight the organisation has in the management of the PA to ensure its ongoing success.  This sub-section can also highlight any current external pressures being placed on the PA (such as unsustainable practises) to further highlight the important role that the organisation has in maintaining the security of the PA on behalf of the Government, communities, and for future generations.

## Stakeholder Analysis

The aim of this sub-section is to include a list of all the key organisations, groups, stakeholders &/or individuals that have some form of interest (be it directly or indirectly) with the PA and/or the organisation.

This section should include a summary of both the 'internal' stakeholders, those who are directly involved within the organisation or interact directly with the PA, as well as the 'external' stakeholders, who are organisations or individuals that, whilst not directly involved with the organisation or PA on a regular basis, can still influence or affect the status of the organisation and the PAs operations.

In presenting the stakeholder analysis in the PABP, a table summarising the stakeholders and their relationships can be included as a clear and simple way to present information.  Columns may also be added to show scores from an Impact/Influence Matrix for each stakeholder.  Table 2, *Stakeholder Impact/Influence Matrix*, gives an example of how a Stakeholder Analysis might be presented within the PABP, highlighting the organisations and individuals, why they interact, and how they may impact the organisation and PA.

If you have not performed a stakeholder analysis or a stakeholder Impact/Influence matrix, Part 3: Activity 3, is designed to step you through the process.

---

**Complete Activity 3: *"Identifying your Stakeholders, their impact and influence through a matrix exercise"*
in Part 3 of this guide.**

This activity seeks to delve into who are the internal and external stakeholders and what is their impact and influence on the organisation and PA.

---

Table 2 Example of Stakeholder Impact/Influence Analysis

| Name of Stakeholder | What is the stakeholder's involvement & motivation towards the PA &/or organisation? | How could the stakeholder contribute / support the PA &/or organisation? | What is their interest & impact on the PA &/or organisation? | What is their power/influence over the PA or organisation? | Matrix score |
|---|---|---|---|---|---|
| **Internal stakeholder's** | | | | | |
| Management | Make executive decisions.   Lead, advise, motivates and supports staff | Ongoing oversight into implementation of PA MP, BP and other plans | High | High | Manage closely |
| Staff | Implement plans & put activities into. | Part of the organisation and motivated to achieving the vision and mission | High | Medium-High | Manage closely |
| Customers / PA users | Visit the area. | Stay and buy products or services offered. Potentially donate. | Medium | High | Manage closely / keep satisfied |
| Board | Provide the strategic vision and direction | Seek out other partners & funders. Continue to provide strategic oversight | High | High | Manage closely |
| Volunteers | Support PA maintenance efforts | Communicating programs offered. Rallying more volunteer support. Create new volunteer programs (e.g., education programs at schools) | Medium | Low-medium | Keep informed / monitor |
| **External stakeholders** | | | | | |
| LLG & Provincial Government | Legislate, regulate, funding, advocate | Raise support from the Provincial Government. Assist with potential conflict, endorse projects, speak with community… | Medium-Low | High | Keep Satisfied |
| CEPA | Legislate, regulate, funding, advocate. Motivated to see organisation manage PA well | Provide training support, funding, legal assistance | High | High | Manage closely |
| Donors (you may wish to list separately) | Provide funding support, driven to see you achieve objectives outcomes, | Help with media and sharing stories, promote the PA / organisation. Assist to link to other possible donors. Reference/ support letters. | High | High | Manage closely |
| Competitors | Provides similar services. Seeks same customers | Potential to partner for cost/revenue sharing. | Low | Medium-low | Monitor |
| Community | Use resources, challenge the use of the PA, support your organisation, volunteer. | Increased spending if additional products available. Support through volunteering. Spread the word | Medium-Low | Medium | Monitor / Keep satisfied |
| Media | Keen to share stories and news for this area. | Raise awareness, promote, share information. Help get educational messages out to the wider public | Medium *(goal is high interest)* | Medium | Keep informed |
| Businesses | Supply materials & equipment. | Sometimes may support through donations, fundraising, etc | Low | Low | Monitor |
| Researchers & universities, | Understand more in the conservation value of the PA. | Provide training and support. Potential income. Assist in finding funding partners. Provide scientific information to organisation | Low *(haven't reached out)* | Medium-Low | Monitor |

## SWOC (Strengths, Weaknesses, Opportunities and Challenges)

Within the Description of the PA and Organisation section, it is common to include a SWOC analysis [6]which identifies the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of the organisation and the PA.

SWOCs are a useful tool for looking at the organisations and PAs current functioning (from what you do well versus what you need to improve on), along with exploring where the future opportunities are and where the potential challenges may be. SWOC's also present a great future resource to refer back to at a later date to assess how the organisation has improved and grown its strengths, what progress has been made in overcoming challenges, addressing weaknesses and incorporating opportunities.

It is common to present at SWOC as a table (see Table 3) or as a bullet points no more than 1-2 pages.

Table 3: SWOC Analysis example

| STRENGTHS | WEAKNESSES |
|---|---|
| • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • | • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • |
| **OPPORTUNITIES** | **CHALLENGES** |
| • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • | • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • <br> • |

**Complete Activity 4: "*Complete a SWOC Analysis on the PA and organisation"* in Part 3 of this guide.**

This activity seeks to assist in the development of a SWOC Analysis for a PA and/or organisation.

As mentioned, real examples for each of the area covered as part of the Description of a PA and organisation can be found at Part 3, Protected Areas Business Plan Examples.

---

[6] Patry, M. (2008) '*Business Planning for Natural World Heritage Sites – A Toolkit'*. UNESCO World Heritage Centre

# Section 4: The Market Analysis

The Market Analysis forms the next key section of the BP. The purpose is to understand what the 'products' and 'services' are that the PA or organisation offers and who they are 'selling' these products and services to[7]. The analysis will assist the organisation to best understand:

- the market that the PA and organisation operates in,
- what competition and external forces surround the PA,
- who are the customers/users of the PA,
- how big is the market that uses the products, and
- whether the PA can maintain its capacity to provide the product

For clarification, a 'product' can be described as a tangible item (something physically touch), such as wood, honey, plants, etc, whilst a 'service' can be described as an intangible item (something not solid) such as providing guided tours, educational lessons, or transport services.

The term 'market' is commonly used in business to describe 'customers' (be they individuals or businesses) that have the same interest in a product or service. The term 'markets' (*plural*) refers to all the different customer markets that are interested in the various products or services. There are many markets that the PA and organisation will interact with.

Similarly, when you consider the products or services that the PA and organisation can provide, you will discover that there are lots of different services and product options available. The aim is to also know and understand all of the different products and services that the organisation and PA could potentially provide, whether provided for free or for a fee, or whether provided or not (for example, a potential product may be timber but the decision not to provide this product may be made due to its negative impact on the PA an concerns of overuse and negative impacts).

When the markets available and the potential products and services the organisation and PA can offer, the ability to match products and services to the right markets presents itself. As an example, an organisation offers a number of conservation-based education programs. One of the markets identified is school groups, having four schools within one hour drive of the PA. In this case, you can successfully link the 'service' (educational programs) to a 'market' (schools). Once you have identified all the possible matches, you can then prioritise which matches to focus on (called a target market), based on which result in the highest benefits to the organisation and PA.

You may also discover markets but no products or services that the PA or organisation



Figure 4. Illustration of different markets (left) & products and services (right) and determining possible matches (centre

---
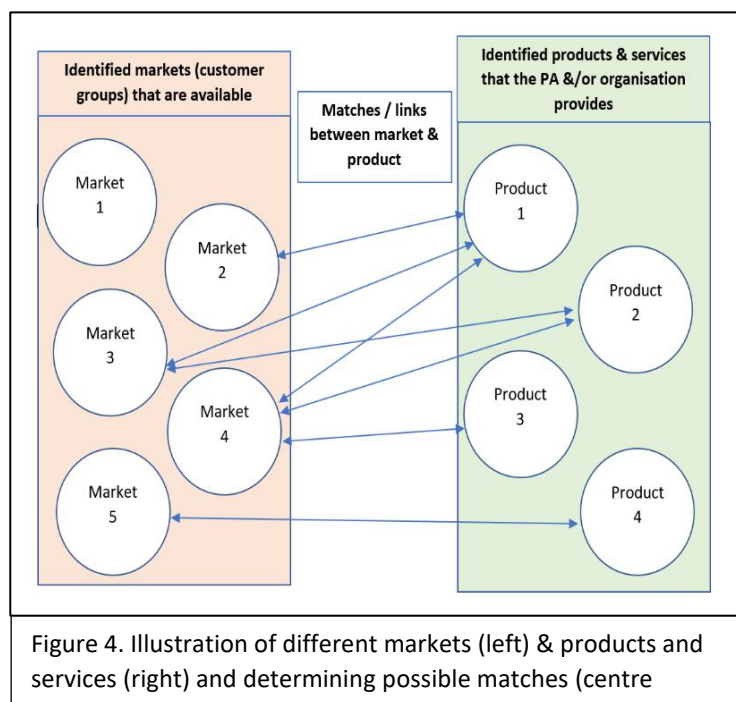
[7] Patry, M. (2008) '*Business Planning for Natural World Heritage Sites – A Toolkit*'. UNESCO World Heritage Centre

currently provide. For example, a nearby hotel has guests interested in birdwatching, but the PA does not offer birdwatching tours so you cannot offer this service to this market at this point. Likewise, you may have a product or service but no current market to supply it to. As an example, the PA offers birdwatching tours but there are no tourists or people locally interested in the service of going birdwatching. How the organisation responds will be determined during the Marketing Planning process later in the PABP when a cost/benefit analysis would be conducted.

The Market Analysis can be best presented within the PABP in four parts: External Analysis, Customers (Target Markets), Products and Competition which are detailed below.

| External Analysis | Customers (Target markets) | Products | Competition |

## External Analysis

The aim of the External Analysis is to understand the wider business environment the organisation and PA operate in and how it may affect the organisation and PAs functioning. External factors may be opportunities or constraints that will impact on the ability for profitability, growth and success.

A useful tool to identify and summarise the external factors is a PEST analysis[8], which stands for:

- **P**olitical. How Government policy and legislation impacts on the organisation
- **E**conomic. The economic factors of growth, inflation, employment and business and their impacts
- **S**ocial. How human impacts and lifestyle might impact on the organisation
- **T**echnological. How new technologies, automation and access to technology impacts on the organisation

To determine how and why each of these four factors may influence the organisations operations and/or the PAs, seek information through reports, data and statistics that have been created by credible sources (such as the government, funding or aid agencies, reliable websites, etc) that seeks to answer how each of the PEST categories may impact or influence the ability of the organisation and PA to make decisions. Refer to Figure 4, PEST Analysis for questions to address in the external analysis.

Identifying significant opportunities and potential threats that externally impact on the organisation will assist to develop the activities and actions needed to take advantage of the opportunities identified, and to be prepared to respond in the event that action is needed to reduce or remove the potential external threats identified.

| Political (& legal) | Economical |
|---|---|
| Government stability & policies, taxes (IRC), environmental, tourism & industrial policy, international trade, competition laws, bureaucracy, corruption, human rights issues, IPA | Inflation, Interest, employment levels, opportunities and restrictions, market trends, exchange rates |
| **Social** | **Technological** |
| Population & growth, education levels, wealth distribution, employment & other opportunities and restrictions, socio-economic issues | Improved research & development, monitoring & equipment for PA management, communication reach, technological barriers |

PEST Analysis

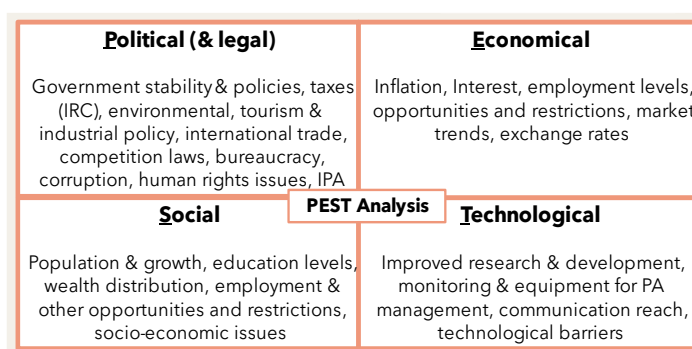Figure 5. PEST Analysis

Two examples of a PEST Analysis can be found in this guide at Part 3, Protected Area Business Plan Examples: Example of a PEST Analysis[9].

---

[8] Patry, M. (2008) '*Business Planning for Natural World Heritage Sites – A Toolkit'*. UNESCO World Heritage Centre.

[9] Patry, M. (2008) *Business Planning for Natural World Heritage Sites – A toolkit*. UNESCO World Heritage Centre.

> **Complete Activity 5: "*Perform a PEST Analysis*" in Part 3 of this guide.**
>
> This activity seeks to assist in the development of a PEST Analysis of the external factors that may impact on the PAs and/or organisation.

## Target Markets

This section of the Market Analysis focuses on highlighting who the Target Markets are. As outlined at the start of this Section on Market Analysis, markets are groups of 'customers' (either individuals or businesses), that have a common 'want or need' for a particular product or service.

In the PABP the aim is to identify all of the different markets that may be interested in a product and service that the PA and/or organisation currently, or could potentially, provide. Those markets looking for a product or service that the organisation and/or PA provides are considered the 'target markets' as these markets can be turned into customers and are the groups that wish to interact with the PA and/or organisation.

Each identified target market customer will have varying reasons as to what products and services they seek to get from the PA and organisation. Whilst a key objective of the PABP is to identify target market customers that will be willing to pay for the products and services, it should also be noted that some customers, particularly subsistence-living customers dependent on the natural services that a PA provides, may expect to use the products and services for free.

As examples, a tourist may expect and be happy to pay a fee to access the PA for the purpose of recreation and enjoying the natural environment. However, a traditional landowner whose family has accessed the PA for many generations as an area for collecting wood, may expect that this service will continue to be provided for free. These are both customers, however their needs and expectations are very different.

When looking at customers, consider not only those found locally surrounding the PA, but also what customers there may be further away (even possibly internationally) that are seeking the products and services offered by the PA. A customer profile[10] is one way to break down and understand each of the customers potentially available to the PA.

A Customer Profile seeks to detail the customers demographics, economic factors, motivations (also referred to as psychographics), and in some instances considering their adoption process[11]. An example of a Customer Profile can be found in Part 3: Protected Area Business Plan Examples, Example of a Customer Profile. Additionally, further information pertaining to developing a customer profile can be found in Part 3, Activity 6.

> **Complete Activity 6: "*Create a Customer Profile Template*" in Part 3 of this guide.**
>
> This activity will assist in determining potential customers and their customer profile.

[10] Flores, M., Rivero, G., Leon, F., Chan, G., et al., (2008). *Financial Planning for National Systems of Protected Areas: Guidelines and Early Lessons*. The Nature Conservancy, Arlington, Virginia, US.
[11] Patry, M. (2008) *Business Planning for Natural World Heritage Sites – A toolkit*. UNESCO World Heritage Centre.

## Products and Services

This section of the market analysis details of all the potential products and services identified which the PA or organisation can provide. These are all of the possible ways to reach the target market customers and have them interact with the organisation and PA.

As earlier mentioned, a product in the business sense is any tangible object made available to a customer to use. Similarly, a service is any intangible item made available to a customer to use. Generally, there has to be a desire (often referred to as 'demand') by the customer to want to use or benefit from the product or service.

In the case of the products and services that the organisation or PA can provide customers, it can often be broken into three main categories[12]:

- **Natural values** that customers may be prepared to buy (e.g, environmental services, natural products, recreational experiences)
- **Specialist knowledge & expertise** that the organisation managing a PA has (or has partnerships with others) which can be sold (e.g., guided walks/treks, lectures/talks, school programs)
- **Materials & goods** that relate to the protected area that can be sold (e.g., books, clothing, posters, associated foods [sustainable coffee], crafts)

For each potential product and service identified provide information that describes and answers:

- What products and services does the PA already provide to customers?
- What products and services do potential customers want?
- What are the special benefits or unique features of the product or service? What category of product or service is it? Natural values, specialist knowledge & expertise, or materials & goods
- What new products and services does the PA and organisation have the potential to add?
- Which products will target market customer groups be willing to pay for, and how much for, and what products would they expect be provided for free?
- Are there are limitations or difficulties with providing each product or service?
- Who can access each product or service (is it only available to people physically visiting the PA or accessible to people in other regions of PNG, or online, or overseas?)

During the development of the PAMP, a review of the natural products and services should have been conducted and as such, some of the information required for this section should be found in the PAMP.

Listing all of the potential products and services provides a key insight into potential opportunities that may generate revenue and income for the PA management by the organisation. This can be presented in multiple ways including with a subject header for each product or service and bullet points below detailing the key considerations or presented in a table.

---

[12] Patry, M. (2008) *Business Planning for Natural World Heritage Sites – A toolkit*. UNESCO World Heritage Centre.

> **Complete Activity 7: "*Listing all of the PAs and organisations potential products and services*" in Part 3 of this guide.**
>
> This activity will assist in determining potential products and services available by the PA and organisation.

## Competition

The competition section of the Market Analysis is focuses on the potential competition to the PA. Both the PA, organisation and competition may have the same or similar products and services and may be actively targeting the same customers.   Competition may include businesses, organisations, individuals, and even other PAs (particularly those close by or competing for the same funds). It is good to think about competition from a local, provincial, national and (potentially) international viewpoint to get a strong sense of all of the different competition types.

For example, a private business offering picnic hire services close to a PA also offering the same service would be considered a competitor to the PA's picnic hire services as customers have the option to choose to picnic at either the PA or at the private business's location.  Another example may be if a PA has a plant nursery that sells plant seedlings, and a local family also sells plant seedlings on a nearby roadside.  Again, both have the same product and potentially the same customers.

Competition should not be seen as all negative but should be used as an opportunity to identify how you can make your service better or different compared to the competitors so that customers will want to choose the PA and organisation over the product provided by the competition.  In the plant seedling example, you may choose to put labels on the seedlings that tell customers that funds go to conservation projects in the PA, and/or you might try and find a different customer (for example, a construction company) which means that you have two points of difference from the competition.

Once the potential competition has been considered and listed for the various products and services the PA and organisation offer, it is good to conduct and include a competitor SWOC analysis (Refer Figure 6). This will help identify each competitor's strengths, weaknesses, opportunities and challenges so you can determine how the PA may be able to:

- leverage from their weaknesses,
- adopt the opportunities identified,
- note that the challenges may also present themselves to the PA and organisation.

If a full SWOC analysis is not performed, at least identify three key competitors and identify their strengths and. How do they compare to your organisation, what is the competing service or product, how do they reach their customers, and what can you learn from this? As you create the Marketing Plan this section will become an important reference point.

Example of a Competition SWOC

| Details of competing Product or Service: | Nursery plant sales |
|---|---|
| **Competition 1** | |
| Name of business: | EXAMPLE: local private roadside plant sellers |
| Their location: | Roadside in front of local main supermarket store |
| Their ownership structure: | Private individuals (family). No registered with IPA or ICR. Cash in hand. |
| Length of operation: | 4-6 years in same location |
| SWOC | |
| **STRENGTHS** | **WEAKNESSES** |
| • Location close to main store so lots of people pass by<br>• People know that they are located there<br>• Low costs as they are set up on the roadside so not paying for a space (no rent), all outside | • Not many plant species. All ones from garden cuttings<br>• Few natives. Mainly ornamental garden varieties<br>• Outside so on rainy days not many customers<br>• Technically an illegal market setup so could be asked to move at any time<br>• Low security so risk of theft |
| **OPPORTUNITIES** | **CHALLENGES** |
| • Could grow more plants to sell<br>• Rather than wait for customers they could go and find customers (e.g., construction / landscaping companies, local businesses)<br>• They could put umbrellas up to keep out of the weather | • Not a legal entity, so may be harder for businesses to want to buy from them<br>• Not technically allowed to be at location so police or the supermarket could force them to move<br>• They seem to struggle with volume of plants to sell so perhaps they don't have family members regularly making cuttings and caring for seedlings till they are ready to sell |
| **Competition 2** | |
| Name of business: | |
| Their location: | |
| Their ownership structure: | |
| Length of operation: | |
| SWOC | |
| **STRENGTHS** | **WEAKNESSES** |
| •<br>•<br>•<br>•<br>•<br>•<br>• | •<br>•<br>•<br>•<br>•<br>• |
| **OPPORTUNITIES** | **CHALLENGES** |
| •<br>•<br>•<br>•<br>•<br>• | •<br>•<br>•<br>•<br>•<br>• |

Figure 6. Competition SWOC Analysis Example

**Complete Activity 8: "*Competition SWOC Analysis*" in Part 3 of this guide.**

This activity focuses on conducting a SWOC analysis for each identified competitor.

## Section 5: Management and Organisational Structure

The next key section of the PABP focuses on the Management and Organisational Structure. This section serves to understand the:

- current organisational structure and human resource capacity,
- changes required to achieve the outcomes of the PABP, and
- how these changes will be implemented

The scale and level of detail put into this section will depend on a number of factors including:

- the current overall direction the organisation is heading (is the organisation planning to grow, downsize or restructure?),

- how much 'human' involvement is required to manage the PA (is heavy human oversight needed to conserve and manage the PA or is it relatively untouched and only requires a small team to monitor).

The human side of the organisation (sometimes referred to as the human capital) is one of the most important parts of any organisation, because it is the people in the organisation who will implement the business plan and ultimately move the organisation forward towards its goals.

Whilst additional information can be included, generally the following four sections are covered in this section which are: Organisational structure, staff profile, organisational needs analysis, and training requirements.

| Organisational structure | Staff profile | Organisational needs analysis | Training requirements |

## Organisational structure

Within the organisational structure section the following information should be highlighted:

- how many employees (and/or permanent volunteers) work or are involved in the organisation
- how the organisation divides the human capital into departments or sections of responsibility and what are they
- who is responsible for what,
- how the organisation coordinates the various tasks to be undertaken,
- how activities and tasks are allocated and supervised,
- what are the lines of reporting,
- is there a board, or committee that provides strategic oversight and if so, what are their roles and responsibilities, and
- which are the essential roles in the organisation. Whilst everyone's role is important, some roles cannot be left vacant without negatively impacting on the organisation's operation

In addition to highlighting the information above, a diagram of the organisational structure (called an organisational chart) is a great way to visually summarise the structure of the organisation, the departments, reporting lines and position titles. No two organisations will have the same structure with each differing depending on the size of the needs and programs. In many cases however, there will be a defined leader or coordinator (such as a general manager) whose role is to provide the broad oversight and leadership to the organisation that ensures all personnel are working towards the objectives and actions of the PABP. The general manager may report upwards to a board or committee who are responsible for the strategic decisions of the organisation. Below the general manager there may be department managers leading key areas of the operations who may also have staff reporting to them that each carry out specific duties.

For organisations that operate as separate committee groups, it would be important to show how the groups interlink with each other and any other external parties that may have leadership or decision-making powers over the organisation and the PA. Some smaller organisations may only have a couple of staff, but a number of volunteers supporting the operations. Within the organisational structure, it would be beneficial to show roles which are filled by volunteers, particularly if those volunteer roles are key organisational roles that are planned to become paid roles subject to future funding availability.

Examples of different types of organisational charts are provided in Part 3, Protected Area Business Plan Examples: Examples of HR Organisational Charts.  Additionally, complete the activity below to define your organisations current and potentially future organisational chart.

> **Complete Activity 9: "*Create an organisational chart*" in Part 3 of this guide.**
>
> This activity provides the opportunity to detail the organisational chart.

## Staff Profiles

The staff profile section provides a description of each key member of the organisation and the necessary skills and backgrounds that the individual has to effectively deliver their role.  Staff profiling helps to establish the credibility of the organisation and people engaged to run it such that any external stakeholders reading the PABP have confidence with the level of experience and knowledge within the staffs.

Often, a staff profile gives a brief summary of:

- the person's full name
- job title (or role)
- qualifications and/or skills relevant to the role
- a brief summary of the job role and objectives
- a brief background on the person

For smaller organisations, the staff profile section may highlight every person in the organisational chart.  For larger organisations with many employees, generally the management team who oversee the organisation and its departments will be profiled.

In general, the staff profile are listed from most senior position and down the organisational chain. When including the picture of the person, make sure they are professional (e.g., a nice photo of their head and shoulders) rather than a casual photo.  Also ensure that the person is smiling so the reader sees they enjoy their role in the organisation.  Nothing sends the wrong impression than a sad looking staff photo.

An example of a staff profile layout is shown in the below Figure 7 and in Part 3, Protected Areas Business Plan Examples: Example of a staff profile.

| Figure 7. Example of a staff profile layout | |
|---|---|
| *(person's picture)*<br>**NAME** | Position tile: _____<br>Position activities & objectives: _____<br>_____<br>_____<br>Qualifications: _____<br>Background experience: _____<br>_____ |
| *(person's picture)*<br>**NAME** | Position tile: _____<br>Position activities & objectives: _____<br>_____<br>_____<br>Qualifications: _____<br>Background experience: _____<br>_____ |
| *(person's picture)*<br>**NAME** | Position tile: _____<br>Position activities & objectives: _____<br>_____<br>_____<br>Qualifications: _____<br>Background experience: _____<br>_____ |

## Organisational Needs Analysis

The organisational needs analysis is an effective way to communicate and identify potential skills gaps within the organisation, whether current or into the future. Within this section it should be noted whether organisational change is required and how the organisation plans to do this during the PABP implementation.

Changes required to staffing levels should also link to the:

- Objectives and strategies set in the PABP (eg. a strategy is to implement marketing objectives when no role currently exists, would indicate a new marketing role may need to be added to the structure),
- Financial budgets (particularly where changes to staff will impact on wages expenses), and
- Action plans (as new staff join and some staffs roles end, the action plans will need reflect these changes)

Another thing to consider with the future organisational structure, is which new tasks can be added to the current workloads of existing staffs and which tasks will require new staffs to join the organisation.

This section is particularly relevant for organisations that are new or which are going through a period of change (such as growing, restructuring, or downsizing). It is also a great opportunity to recognise the various roles required to operate the organisation and PA into the future and the financial costs that this will represent which can also be considered and incorporated into the financial planning.

Apart from explaining in paragraphs the future organisational staffing needs to achieve the PABP objectives, adding 'future' or 'desired' organisational structures with the new positions and roles (Refer: Figure 8, below) will help the reader visualise the proposed changes.  With the new roles, or roles that are to be changed, moved or deleted, it is good to highlight them (either through a different colour, or circle, etc) so the reader can quickly see where the changes to the organisational structure are needed and are planned to occur in the PABP.



Figure 8. Example of future organisational structure
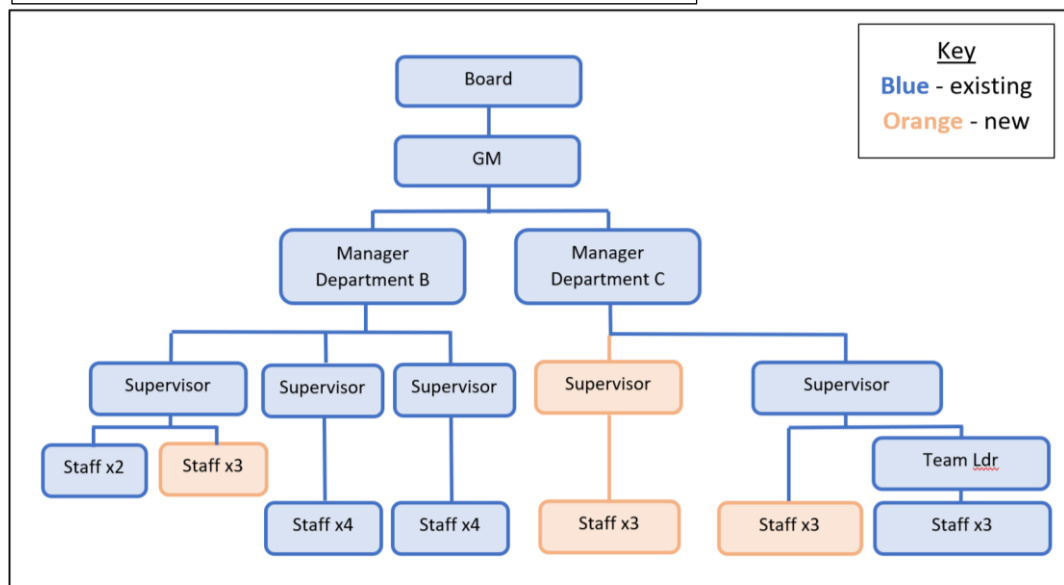
## Training Requirements

This section details the further training that will be required to strengthen the staff or permanent volunteers so they can be more effective in their role. An effective tool to identify training requirements is a training needs assessment (also called a training needs analysis), designed to help identify the performance, knowledge, skills and abilities needed by staff to perform their role.

To do this, for each role in the organisation the following process should be carried out:

1. Identify the desired work situation.  Think about the role and how it should function at its best. What skills, knowledge and abilities does the person need to make sure that they are achieving everything that is needed to effectively do this role.  When performing this step, think about the role requirement and not the person who is in the role.
2. Identify the actual work situation.  Think about the role and how it is currently functioning with the person (or people) currently in the role.  Where does it differ from the desired situation and what areas of skills, knowledge and abilities are lacking?
3. Gap Analysis.  List down the skills and knowledge gaps between the desired work situation and how the role is currently functioning with the person in the role.
4. Training needs.  List down what training courses or opportunities would help the person bring their current skills and knowledge up to the desired situation in step 1.  This may include training opportunities available locally, online or away.  Some training may be able to be delivered in-house by other experienced staff or management. However, for training where an external course

is needed, record the training course proposed and the costs to attend to give a clear idea of the course outcomes and to assist in the financial planning.

5. <u>Prioritise the training needs</u>.  The final stage will be to determine which training programs are needed ahead of others.  This decision will need to be made considering which skills gaps are the largest between the roles actual situation and desired situation; how urgent the need is to fill the skills gap (e.g., some projects may not progress without training); how much the training will cost; what training can be done in-house by experienced staff, and how many total training needs are identified.  It can be a useful exercise to do a cost benefit matrix to assist with prioritising training needs when there is a lot of training required.

This section of the PABP should summarise the training needs, possible course options and their costs, and the details of timelines for training to be implemented.  Activity 10 will assist in completing this section.

---

**Complete Activity 10: "*Conduct a Training Needs Analysis*" in Part 3 of this guide.**

This activity is focused on the steps of conducting a training needs analysis.

---

# Section 6: Financial Plan

The financial plan section is designed to highlight the organisation's financial situation and the funding requirements for a specific period of time (generally 3-5 years). It shows the financial impact of strategies and activities identified in the PABP that are key to achieving the conservation objectives. For a potential donor, this section will be of particular interest as it details how the organisation would use any funds potentially donated.

For the organisation, the finance plan helps sets the financial goals and targets to work towards during the period the PABP is written for and helps the organisation monitor its performance against the budget and if necessary, make adjustments to spending.

Due to the nature of this section, it should be developed with the support of an accountant or someone with a strong understanding in accounting and financial reporting. This may be a member of staff or an outside professional.

The financial section of a PABP typically includes:

- A summary of the organisations past financial history (the financial analysis)
- The proposed financial plan for the period of the PABP (the budget) which will include how:
  - Funding (revenue) will be sourced and how much is needed
  - Funding will be spent (expenditure) and how much this will come to
- A summary highlighting the impact that the funds spent will have on the management of the PA

The financial plan should communicate to the reader:

- What is the plan on how the organisation is going to raise the funds needed,
- Where are the identified sources of funding opportunities coming from,
- How likely is it that the organisation going to receive those funds (assess the risks),
- What the funds need to be spent on and how much this will cost
- How implemented cost saving measures and strategies will keep spending low
- Have identified which projects or areas of spending may be cut or delayed if funds cannot be raised

Organisations are also required to ensure that they meet the legal obligations with both the Investment Promotion Authority (IPA) and the Internal Revenue Commission (IRC). A summary of some of the key obligations is provided at Table 4. All taxes and financial periods in PNG operate according to calendar years. Both organisations can be contacted for further information on organisations obligations. Alternatively, accountancy firms will also be familiar with organisations obligations to both the IPA and IRC.

| Table 4: List of some key obligations for organisations in PNG | | |
|---|---|---|
| Obligation | Description | Due Date |
| Registration of a business or association (IPA) | All organisations carrying on works in PNG, including associations are required to register with the Investment Promotion Authority (IPA).<br>On successful registration, the entity will be provided with an IPA registration number to use on all correspondence.<br>Other reporting requirements have to be made and lodged with the IPA, particularly when changes to the entity (such as committee members) are made.<br>For more information on the IPA visit: https://www.ipa.gov.pg/ | At the time of establishing an entity. Any time a change is made to the entity |
| Registration with the Internal Revenue Commission (IRC) | All organisations are required to register a Tax Identification Number (TIN) with the IRC. The TIN is used to identify the organisation with the IRC and is used to record the various taxes that apply to the organisation to keep track of taxes and payments.<br>The TIN number is a permanent, non-changing number that only applies to the organisation assigned that number. During the lodgement and payment of any and all tax obligations the IRC will ask for this number.<br>For more information on IRC, TIN numbers and applicable taxes visit: https://irc.gov.pg/ and https://irc.gov.pg/pages/know-your-taxes/tin-registration | Registration of a TIN is compulsory within 21 days of incorporation with IPA. Penalties may apply for late lodgement. |
| Salary and Wages Tax (SWT) | Tax paid by individuals earning a salary or wage which is generally deducted fortnightly by the employer at the time of paying wages and paid by the employer to the IRC on behalf of the employee.<br>For more information visit of SWT: https://irc.gov.pg/pages/know-your-taxes/salary-wages-tax | The employer is obligated to pay SWT monthly by the 7th of the month to avoid late payment penalties. |
| Goods and Services Tax (GST) | GST is a imposed on the sale of goods and services in PNG. GST is 10% of the value of the goods and services sold (or goods imported). Businesses that sell goods and services must collect 10% on top of the sale price on behalf of the IRC and provide the GST collected less any GST paid during purchasing of goods and services to the IRC.<br>Businesses with an annual turnover of K250,000 must register for GST. For those with a turnover less than K250,000 registration is voluntary.<br>For more information in GST visit: https://irc.gov.pg/pages/taxes/businesses-and-employers/goods-services-tax | If applicable, every month a GST return is completed and submitted to the IRC by the 21st of the month to avoid late payment penalties. |
| Other | Depending on the structure of the organisation, other taxes may apply as well as reporting obligations to the IRC. Discussions should be held with an accountant or finance professional to ensure you meet all obligations. | |

This section will also include financial statements that demonstrate the organisation's understanding of financial management. The financial statements to include are: a Balance Sheet, Income & Expenditure report (referred to as a Profit & Loss report in business), a Cash Flow Summary, and for organisations that are program or project driven, specific breakdowns on each project seeking funding so that at a glance, both the organisation and a potential funder can see the costs associated with each key project.

The process followed in the guide for creating the financial plan is stepped out below:
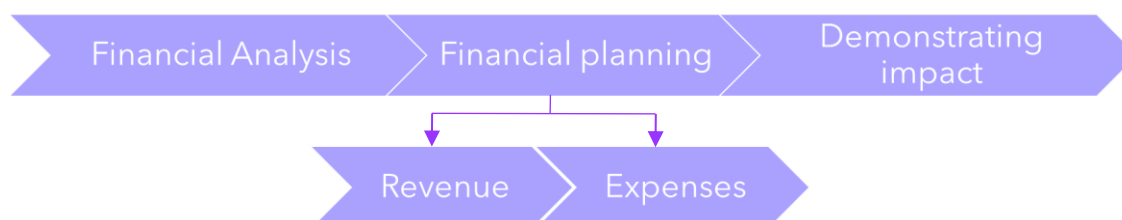
## The Financial Analysis

The financial analysis provides a summary of how the organisations finances have performed historically (generally the last 1-3 years). Also referred to as a Financial History, this section gives the reader an idea of:

- the size of the operations in terms of the amount of money that has moved through the organisation for the last few years,
- what funds have been received and from what sources (self-generated, grants, donations, etc),
- what the organisation has been spending the money on and why (staffing, admin costs, project costs, etc),
- what is the present worth and what does the organisation own (seen on a balance sheet), and
- how much funds does the organisation currently have available (the cash flow position).

If the organisation is brand new and has no historical financial information, this should be stated.

Figure 9 gives an example of a Historic Income and Expenditure

| | 2017 Actual | 2018 Actual | 2019 Actual |
|---|---|---|---|
| **INCOME** | | | |
| **Income from sales** | | | |
| Food & Beverage Sales | 18,076 | 30,053 | 34,750 |
| Honey sales | 8,882 | 7,918 | 9,902 |
| Souvenir sales | 17,284 | 21,656 | 22,945 |
| **Income from service fees** | | | |
| Entry Fees | 24,265 | 36,568 | 35,030 |
| Picnic & camping Fees | 13,879 | 16,170 | 16,135 |
| Tour guiding fees | 3,207 | 2,959 | 1,789 |
| **Other Income** | 4,260 | 242 | 2,263 |
| **Cash Grants & Donations** | | | |
| Public Donations | 2,241 | 1,385 | 2,099 |
| **Grants** | 100,000 | 104,000 | 100,000 |
| Cash Sponsorships | 57,504 | 61,523 | 56,515 |
| **TOTAL Income** | **249,598** | **282,474** | **281,428** |
| **COST OF SALES & SERVICES** | | | |
| **COST OF SALES** | | | |
| Food & Beverage Sales | 7,493 | 8,068 | 12,142 |
| Honey Sales | 7,648 | 7,679 | 2,148 |
| Retail Sales | 10,425 | 12,446 | 13,808 |
| **COST OF SERVICES SOLD** | | | |
| Entry Fees | 6,690 | 4,672 | 4,645 |
| Picnic & camping Fees | 1,452 | 7,718 | 4,156 |
| Tour guiding fees | 1,428 | 2,292 | 2,854 |
| **TOTAL Cost of Sales & Services** | **35,136** | **42,875** | **39,753** |
| **GROSS PROFIT** | **214,462** | **239,599** | **241,675** |
| **OPERATING EXPENSES** | | | |
| Administration Expenses | 14,387 | 14,400 | 13,622 |
| Human Resources Expenses | 100,146 | 101,819 | 105,257 |
| Maintenance & Cleaning Expenses | 17,424 | 12,263 | 13,454 |
| Volunteer Expenses | 1,024 | 4,494 | 5,143 |
| Marketing Expenses | 11,546 | 10,504 | 10,906 |
| Research & Education Expenses | 34,880 | 68,379 | 78,156 |
| **TOTAL OPERATING EXPENSES** | **179,407** | **211,859** | **226,538** |
| | | | |
| **TOTAL INCOME AFTER EXPENSES** | **35,055** | **27,740** | **15,137** |

Figure 9: Historical Income & Expenditure Report

Financial Report. Note in this example, the report is broken into the key sections of Income (money in) less the expenses of Cost of Sales/Services (COS) and Operating Expenses (money out). Costs of Sales relates to goods that were purchased for the purchase of on selling. For example, in Figure 9 the organisation made income from Food & Beverage sales. In order to do this, the organisation most likely purchased food and drinks which is then sold to customers at a higher rate. (e.g., they bought a carton of soft drink and then sold them individually to customers for a high price to make income). In accounting the purchase of the items would be recorded as a COS (and not as an expenses), as such the difference between the income and the COS is the gross profit.

## Volunteer Work and In-Kind donations

Whilst the majority of financial reports specifically deal with cash-based transactions (where funding was received in cash and the expenses were paid for in cash), it is important to recognise (particularly for smaller organisations and organisation starting up) there may be hours of 'work' that is being done by unpaid volunteers. Additionally, the organisation may receive in-kind donations of goods and services that are needed to assist run the organisation and PA.

Whilst volunteer work and in-kind donations are often reflected in the financial reports, it is important to recognise that volunteer and in-kind contributions actually have a 'value', which is the equivalent of the organisation having to pay for the service.

By including within the financial analysis details of past total volunteer hours received and in-kind donated items received this will also provide a clearer picture of:

- <u>True cost of human capital needs</u>. If the organisation relies on volunteers because it does not currently have the finances to pay for staff and a goal is to turn some (or all) of these volunteer roles into paid positions in future (even if only part-time), by keeping records of the volunteer hours contributed in a year, the organisation can calculate how much that was 'worth' by applying an appropriate hourly rate against each of the volunteer hours in that particular role. This figure provides the total 'value' of the volunteer support and can assist with future budget planning as it gives a clear picture of what it would have cost if this was a paid employee position. If the goal is to increase the number of paid staff, this will also be useful to potential donors as they can see the current volunteer support level and determine whether they wish to provide funding support towards turning volunteer support into paid staff. When applying a value to the volunteer support hours, remember to separate each volunteer's contribution of hours based on the role they played (for example, receptionist) and what would have been an appropriate hourly rate for that role (e.g, receptionist hourly rate). Another consideration with volunteers, particularly future financial planning (budgeting), is to determine which roles are critical and need to ideally become a paid staff position and which ones could remain as volunteer positions. These might be for one-off or ad hoc volunteer activities (such as infrequent community and school tree planting events). In these volunteer cases, think about any other costs that may be needed to support volunteers, such as the expectation that they will volunteer their time but the organisation will supply the tools and equipment needed to do the tree planting or other works, or that the organisation will provide water and food if the activity takes all day. Take time to think back on all the times the organisation may have had volunteer support for projects and what costs may be expected to be covered for volunteer support. Keeping diary records of all volunteer contributions is one way to keep track of these hours and contributions.
- <u>True cost of expenses</u>. Similar to in-kind volunteer labour, keep a record of all tangible items donated to the organisation to support operations. This could be a large donation such as a generator or vehicle, or be smaller in nature such as a tin of fuel, a ream of paper, or mobile flex. The key point is that had the item not been donated, the organisation would have had to pay for it as an expense to get the particular task completed. Recording how much a donated item would have cost to buy will also assist in providing a clearer picture of the organisations true expenses.
- <u>True cost of actual total contribution of the organisation to the PA</u>. Financial reports only provide the cash (money in/out) view of the ongoing contribution an organisation provides in management a PA. When both the actual cash costs and voluntary/donated contribution are combined the true picture of the total costs can be recognised.

Figure 10, provides an example of a financial analysis showing financial income and expenses. Below this, the organisation has recognised the voluntary hours and in-kind donations and contribution received. It also clearly indicates that, if this organisation had not received the voluntary donations and support, they would have needed to raise another K20,751 in income to pay for it themselves. This information is very useful as it gives a clearer picture of how much the organisation required to fully operate in this period. It also demonstrates to outside parties that the organisation is able to manage its financial resources as well as show that it is can accurately budget.

## What to do if the organisation hasn't maintained financial records in the past?

Some smaller organisations new to operating an organisation may not have kept financial records of past funds and donations received and funds spent. This may be particularly true for smaller unregistered community groups where the funds received have always been informal and unplanned donations of generally small amounts, and/or where most of the organisation was operated on a volunteer basis.

| Historical Financial Report 2022. XYZ Organisation | |
|---|---|
| **Income** | |
| Community donations | PGK 1,500 |
| **Total income** | **PGK 1,500** |
| | |
| **Expenses** | |
| Small Tools & Equipment (under $500ea) | PGK 800 |
| Educational materials | PGK 240 |
| Mobile phone expenses | PGK 120 |
| Volunteer costs (paid by organisation) | PGK 340 |
| **Total expenses** | **PGK1,500** |
| | |
| **Profit** | **PGK 0** |

***Other Expenses (donated or provided in-kind) to note***

| | |
|---|---|
| Volunteer time (refer to log books of timesheet records) | |
| 412hrs of vol. manager @ K25p.hr | PGK10,300 |
| 247hrs of vol. accounting @ K18p.hr | PGK 4,446 |
| 190hrs of vol. education officer @ K15ph | PGK 2,850 |
| Food - Meals donated during volunteer programs | |
| Volunteer community weeding day 15.10.21 | PGK 750 |
| Community meeting on PA progress 8.11.21 | PGK 360 |
| Equipment & Tools – donation of items | |
| Basic garden tools by local business | PGK 700 |
| Stationary. Donation by individual of paper | PGK 1,200 |
| Mobile flex donations (refer to log books) | |
| Donated by Vol manager (114 calls) | PGK 102 |
| Donated by vol. accounting (30 calls) | PGK 24 |
| Donated by community education (22 calls) | PGK 19 |
| **Total (donated/provided in-kind) expenses** | **PGK20,751** |

Figure 10. Historical Financial Report with in-kind

In creating a PABP, each organisation stands to become more professional in their operations and in the ability to advance the organisation and PA. Whilst it might be hard to recall all of the past money in (revenue) and money out (expenses) it is important to start recording all transactions as soon as possible. This will also strengthen the confidence of potential donors who can see that the organisations understands the basic principals of recording and monitoring all funds in and out.

Below are some tips for organisations that may not have been keeping records, or for those that haven't put a large emphasis on the financial side of the organisation's operations:

- Start now! Whilst working on the PABP, start recording any and all funds that comes into the organisation and any and all of the expenses (items and things) that you pay for. If an average business plan takes 3 months to write, during this time there will be three months (or ¼ of a years) worth of historical records kept which would put the organisation in a good place to work on an estimation of what was spent in a year.
- Record any and all funds that come to the organisation. No matter how small a donation or item provided, it is vitally important to write down all money and items that are received for the

organisations use.  Record the date received, who it was received from, how much it was for (the amount) and if it was given for a specific purpose (what was the reason).  Likewise, if the organisation sells a product or service for a fee to raise revenue, record what was the activity that was done to receive the payment (e.g., sold honey, plants, etc), how much was received and what date the funds were received.

- Record any and all volunteer work done by people supporting the organisation.  This was explained in the prior section on volunteers work and in-kind donations.

If the organisation has no formal financial information recorded for the previous 1-3 years, using the above tips and taking the time to note down on what costs the organisation has had in the last twelve months (whether paid for by the organisation or donated) is a great starting point to assist the organisation and an accounting professional to work together to create the organisations first financial reports and develop the financial plans (budgets) to move forward.


## The Financial Plan (Budget)

Whilst the Financial Analysis highlights the past spending of the organisation, the aim of the financial plan (also referred to as the budget) section is to highlight what the organisation is going to need to successfully meet the organisation's expenses and to deliver the chosen projects for the PABP in the next 1-3 years.  This step is critical as the organisation seeks to achieve its key goals and objectives for the PAMP during this timeframe. The financial plan provides the necessary details as to how much money is going to be needed to deliver the programs.  The financial plan also provides potential funders and donors with a clear picture as to how the organisation intends to spend their funds and the funds of others, including any self-generation of income.

Each organisation will differ in the decision of how many years the financial plan will cover with one to three years the most common.  It will also generally coincide with the period in which the PABP is written (for example if the PABP was for 2022-2024, then 3 years (2022, 2023, & 2024) of financial forecasting would be presented in this section.  Generally, the first year of the financial planning will be presented as a month-by-month presentation (as in, budget columns for each month, Jan to Dec) to show that the organisation has not only considered how much revenue and expenditure is likely for the year, but also in what months is it to be expected to occur and in what amounts.  While the financial plan might be presented for a multi-year period, it is important for the organisation to review the plans each year and update them to remain relevant and current into the future.

As an example, an organisation may have forecasted that K10,000 would be spent between Jan-Jun of the second year of financial planning on a planned revegetation project.  At the end of year 1 however, it becomes apparent that this is not possible due to unexpected delays and will now occur in year 3 of the PABP.  As such, the year 2 financial plan would need to be updated with the removal of the K10,000 expenses which would be reallocated and moved to be shown in the year 3 financial plan.  Another example of needing to adjust the financial plan might include the organisation received a grant earlier than anticipated with the funds being granted in year 2 instead of the budgeted year 3.  As such, the financial plan should be updated to show the funds begin received in year 2, not year 3. As highlighted, financial planning including budgets should be regularly reviewed, updated and revised according to the organisations progress and external influences.

An example of two different financial planning budgets is shown at Figure 11[13] and Figure 12. Figure 11 details the financial forecast on an annual basis with very few specific details on the breakdown of expenses. Whilst this is not incorrect, this table would be best used as a summary of finances. Figure 12[14] shows a month by month breakdown over a full year with specific details relating to each project expense (note the revenue section is not shown in the table)

| Fundings / income sources | year 1 | year 2 | year 3 |
|---|---|---|---|
| Government (state budget) | 100.000 | 110.000 | 121.000 |
| Projects | 20.000 | 22.000 | 24.200 |
| Donations/ Sponsorships | 10.000 | 11.000 | 12.100 |
| Revenues by financial mech. | 40.000 | 46.000 | 52.900 |
| Entry fees & passes | 35.000 | 40.250 | 46.287,50 |
| Postal stamps | 2.000 | 2.300 | 2.645 |
| Sales of suvenirs | 3.000 | 3.450 | 3.967,50 |
| Other | 4.000 | 4.600 | 5.290 |
| Subtotal Income | 174.000 | 193.600 | 215.490 |
| | | | |
| Expences (needs) | | | |
| Material costs and outside services | 35.000 | 39.550 | 44.692 |
| Salaries with taxes | 120.000 | 135.600 | 153.228 |
| Investments | 15.000 | 16.950 | 19.154 |
| Subtotal Expences | 170.000 | 192.100 | 217.073 |
| Total income after expences | 4.000 | 1.500 | -1.583 |

Figure 11. Financial planning historical budget, annual forecast example.

| MONTHLY BUDGET 2007/8 | APR. | MAY | JUNE | JULY | AUG. | SEPT. | OCT. | NOV. | DEC. | JAN. | FEB. | MAR. | TOTALS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BIODIVERSITY | 10 763,00 | 11 544,00 | 10 243,00 | 7 767,00 | 7 643,00 | 8 663,00 | 6 304,00 | 6 799,00 | 2 554,00 | 3 867,00 | 4 652,00 | 7 698,00 | 88 497,00 |
| ACTION FOR WILDLIFE | 5 487,00 | 8 342,00 | 8 724,00 | 5 908,00 | 6 302,00 | 5 983,00 | 5 674,00 | 3 633,00 | 2 113,00 | 1 067,00 | 2 006,00 | 1 342,00 | 56 681,00 |
| MOORLANDS | 17 677,00 | 19 808,00 | 21 432,00 | 17 865,00 | 18 766,00 | 10 765,00 | 8 776,00 | 11 630,00 | 8 634,00 | 6 512,00 | 3 076,00 | 3 378,00 | 148 319,00 |
| WOODLANDS | 25 755,00 | 26 890,00 | 23 877,00 | 15 877,00 | 16 321,00 | 16 743,00 | 14 863,00 | 7 866,00 | 6 721,00 | 6 438,00 | 7 985,00 | 9 010,00 | 178 346,00 |
| ANCIENT WOODLAND | 10 114,00 | 13 543,00 | 11 412,00 | 12 321,00 | 9 239,00 | 8 643,00 | 7 307,00 | 5 054,00 | 4 311,00 | 2 103,00 | 1 978,00 | 1 663,00 | 87 688,00 |
| HILL FARM PROJECT | 6 877,00 | 4 321,00 | 7 750,00 | 7 432,00 | 6 748,00 | 5 329,00 | 5 476,00 | 3 290,00 | 3 112,00 | 2 122,00 | 6 504,00 | 6 750,00 | 65 711,00 |
| FARMED LAND | 10 312,00 | 9 864,00 | 11 213,00 | 9 974,00 | 8 967,00 | 8 102,00 | 6 231,00 | 7 110,00 | 6 540,00 | 3 211,00 | 2 008,00 | 1 781,00 | 85 313,00 |
| WETLAND | 5 875,00 | 4 003,00 | 5 873,00 | 5 276,00 | 5 211,00 | 5 794,00 | 3 779,00 | 3 141,00 | 3 005,00 | 2 900,00 | 2 005,00 | 2 143,00 | 49 005,00 |
| NATURAL ENVIRONMENT | 92 860,00 | 98 315,00 | 100 524,00 | 82 420,00 | 79 197,00 | 70 022,00 | 58 410,00 | 48 523,00 | 36 990,00 | 28 220,00 | 30 214,00 | 33 765,00 | 759 560,00 |
| | | | | | | | | | | | | | |
| ARCHAEOLOGY | 13 643,00 | 14 788,00 | 12 760,00 | 12 432,00 | 13 500,00 | 13 211,00 | 12 297,00 | 12 290,00 | 10 755,00 | 9 530,00 | 11 500,00 | 10 777,00 | 147 483,00 |
| BUILT ENVIRONMENT | 13 408,00 | 13 340,00 | 12 213,00 | 11 987,00 | 12 230,00 | 11 200,00 | 10 870,00 | 11 280,00 | 10 700,00 | 10 766,00 | 11 987,00 | 13 749,00 | 143 730,00 |
| LOCAL CUSTOMS | | 2 460,00 | 3 450,00 | | | | | | 2 666,00 | | | | 8 576,00 |
| CULTURAL HERITAGE | 27 051,00 | 30 588,00 | 28 423,00 | 24 419,00 | 25 730,00 | 24 411,00 | 23 167,00 | 23 570,00 | 24 121,00 | 20 296,00 | 23 487,00 | 24 526,00 | 299 789,00 |
| | | | | | | | | | | | | | |
| VISITOR MANAGEMENT | 19 782,00 | 20 900,00 | 22 566,00 | 22 700,00 | 23 880,00 | 23 455,00 | 13 370,00 | 12 105,00 | 9 569,00 | 9 700,00 | 9 700,00 | 12 670,00 | 201 397,00 |
| ACCESS TO MOUNTAINS | 9 580,00 | 11 005,00 | 10 580,00 | 10 580,00 | 10 580,00 | 9 942,00 | 8 912,00 | 7 590,00 | 6 340,00 | 5 800,00 | 5 800,00 | 10 230,00 | 106 939,00 |
| RIGHTS OF WAY | 9 630,00 | 10 900,00 | 11 500,00 | 11 230,00 | 9 870,00 | 9 800,00 | 9 800,00 | 6 580,00 | 6 580,00 | 6 700,00 | 6 700,00 | 9 637,00 | 107 927,00 |
| RECREATION | 38 992,00 | 42 805,00 | 44 646,00 | 44 510,00 | 44 330,00 | 43 197,00 | 32 082,00 | 26 275,00 | 22 489,00 | 22 200,00 | 22 200,00 | 32 537,00 | 416 263,00 |
| | | | | | | | | | | | | | |
| INFORMATION SERVICE | 16 900,00 | 21 860,00 | 21 055,00 | 20 800,00 | 19 377,00 | 13 756,00 | 11 560,00 | 8 900,00 | 5 400,00 | 5 400,00 | 5 400,00 | 14 780,00 | 165 188,00 |
| VISITOR CENTRES | 37 500,00 | 23 450,00 | 37 890,00 | 22 980,00 | 21 321,00 | 12 345,00 | 16 585,00 | 42 670,00 | 38 790,00 | 27 654,00 | 47 549,00 | 49 800,00 | 378 534,00 |
| VALUES COMMUNICATION | 21 530,00 | 23 670,00 | 22 900,00 | 21 760,00 | 21 650,00 | 19 725,00 | 17 600,00 | 9 805,00 | 7 750,00 | 7 659,00 | 11 890,00 | 26 760,00 | 212 699,00 |
| EDUCATION | 12 789,00 | 13 580,00 | 14 480,00 | 13 345,00 | 13 450,00 | 13 464,00 | 13 560,00 | 13 567,00 | 7 864,00 | 5 670,00 | 5 670,00 | 12 890,00 | 140 329,00 |
| PROMOTING U/STANDING | 88 719,00 | 82 560,00 | 96 325,00 | 78 885,00 | 75 798,00 | 59 290,00 | 59 305,00 | 74 942,00 | 59 804,00 | 46 383,00 | 70 509,00 | 104 230,00 | 896 750,00 |
| | | | | | | | | | | | | | |
| RANGER SERVICE | 57 047,00 | 57 047,00 | 57 047,00 | 57 047,00 | 57 047,00 | 57 047,00 | 57 047,00 | 22 340,00 | 22 340,00 | 22 340,00 | 22 340,00 | 57 047,00 | 545 736,00 |
| | | | | | | | | | | | | | |
| CONSERVATION WORKS | 17 370,00 | 23 451,00 | 27 860,00 | 22 346,00 | 21 324,00 | 24 009,00 | 22 926,00 | 7 765,00 | 6 780,00 | 4 567,00 | 7 789,00 | 22 245,00 | 208 432,00 |
| | | | | | | | | | | | | | |
| DEVELOPMENT CONTROL | 56 732,00 | 61 607,00 | 55 700,00 | 42 789,00 | 44 506,00 | 38 905,00 | 47 002,00 | 34 098,00 | 41 002,00 | 37 090,00 | 49 320,00 | 52 032,00 | 560 783,00 |
| | | | | | | | | | | | | | |
| FORWARD PLANNING | 25 272,00 | 21 567,00 | 23 410,00 | 28 900,00 | 29 876,00 | 31 673,00 | 24 113,00 | 26 790,00 | 23 411,00 | 21 345,00 | 24 788,00 | 22 122,00 | 303 267,00 |
| | | | | | | | | | | | | | |
| CORPORATE | 32 088,00 | 31 799,00 | 23 900,00 | 22 100,00 | 27 805,00 | 19 004,00 | 28 099,00 | 27 978,00 | 26 017,00 | 22 310,00 | 25 770,00 | 25 343,00 | 312 213,00 |
| | | | | | | | | | | | | | |
| INFORMATION TECH. | 24 088,00 | 13 450,00 | 17 655,00 | 12 322,00 | 19 086,00 | 22 340,00 | 21 007,00 | 19 005,00 | 27 980,00 | 24 566,00 | 14 679,00 | 20 329,00 | 236 507,00 |
| CENTRAL SERVICES | 47 567,00 | 42 998,00 | 44 567,00 | 43 121,00 | 49 004,00 | 41 232,00 | 40 056,00 | 49 076,00 | 41 213,00 | 47 008,00 | 42 854,00 | 51 016,00 | 539 712,00 |
| OFFICE ACCOMMODATION | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 378,00 | 12 388,00 | 12 388,00 | 148 556,00 |
| PROPERTY M'TENANCE | 4 233,00 | 7 598,00 | 2 692,00 | 5 679,00 | 2 505,00 | 5 488,00 | 2 709,00 | 2 145,00 | 2 003,00 | 2 910,00 | 2 034,00 | 3 004,00 | 43 000,00 |
| TRAINING | 3 400,00 | 5 420,00 | 4 800,00 | 6 700,00 | 3 580,00 | 5 899,00 | 2 006,00 | 1 788,00 | 2 196,00 | 2 433,00 | 2 310,00 | 2 602,00 | 43 134,00 |
| CENTRAL FUNCTION | 91 666,00 | 81 844,00 | 82 092,00 | 80 200,00 | 86 553,00 | 87 337,00 | 78 156,00 | 84 392,00 | 85 770,00 | 89 295,00 | 74 265,00 | 89 339,00 | 1 010 909,00 |
| | | | | | | | | | | | | | |
| TOTAL | 527 797,00 | 524 277,00 | 539 927,00 | 483 616,00 | 492 166,00 | 454 895,00 | 430 307,00 | 376 664,00 | 348 724,00 | 314 046,00 | 350 682,00 | 463 186,00 | 5 306 287,00 |

Figure 12. Financial planning historical budget, month-by-month example.

The next two sections will cover two important factors of financial forecasting: Revenue (money in), and Expenditure (money out). An in-depth review of ways and opportunities for generating revenue will also be covered.

---

[13] Ruzzier, M., Žujo, J., Marinšek, M., and, Sosič, S. 2010. *Guidelines for the Preparation of Protected Areas Business Plan*. NATREG

[14] Patry, M. (2008) *Business Planning for Natural World Heritage Sites – A toolkit*. UNESCO World Heritage Centre

## Revenue (money in)

The money (also referred to as income or revenue) that the organisation receives, can be obtained from many different sources.  An effective way to run an organisation and PA is to recognise that receiving revenue from multiple sources and through multiple ways is an excellent way to reduce risk, that is, it lessens the chance of the organisation running out of revenue (money).  For example, if an organisation receives its revenue from only one donor, then the risk to the organisation would be high. What would happen if that one donor no longer gave the funding or reduced the amount that they gave?  The organisation would most likely have to stop PA programs and activities, or severely cut back until such time as another donor could be found.  Strong financial management is about ensuring there are multiple options in how the revenue is sourced so that if one source stops or is reduced, that the other sources of revenue will be sufficient to still enable the organisation to continue moving forward.  Identifying and prioritising revenue opportunities available to the organisation is covered further in this section.

When considering the revenue during the PABP process one option is to divide revenue streams into two categories: *existing sources* and *new sources*.  *Existing sources* is any revenue that the organisation already receives on a consistent basis, expects to continue to receive, and which the organisation currently relies on to fund the operations. This can also be further broken down into on-site and off-site revenue.  On-site revenue is any revenue raised from activities conducted within or surrounding the PA, such as entry fees, picnic fees, tour guiding fees, fallen timber collection fees, on-site fundraising event, or equipment hire (canoe hire), etc.  Off-site sources of revenue are any sources received from activities outside the PA such as sponsorships and grant support, public donations, paid subscriptions (e.g. quarterly newsletter), services (providing education or training programs off-site), selling products/items to the public or other businesses, etc.  Off-site sources can be within the province, country and/or internationally.

Figure 13 gives an illustration of on-site and off-site activities and how new and existing revenue streams can be found in each.



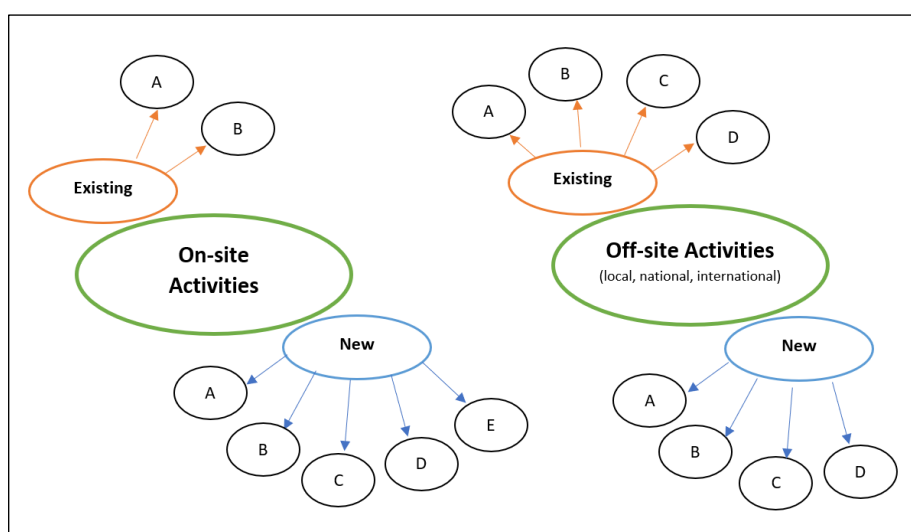Figure 13. One-site and off-site activities for revenue raising

---

**Complete Activity 11: "*Existing Revenue Sources*" in Part 3 of this guide.**

This activity focuses on listing all of the existing revenue sources of the organisation both on and off-site.

The second category, *new sources* of revenue, comes from identifying new potential sources of income from activities and opportunities that have not really been tried or explored. When considering new sources of revenue, it is important to think about:

- What will be the level of effort required to implement and manage this new source of revenue? How much work will be required to apply or set-up the new proposed revenue-raising activity? Whilst you want to have a diverse range of funding sources, you also want to ensure that the organisation are not wasting time trying to raise funds from activities that require a lot of time and effort but do not produce much revenue support.
- How much revenue is it likely to be created from the activity? It is important to be realistic about the revenue the organisation is likely to receive. It is better to underestimate revenue potential (this is called being conservative) rather than expect and budget for large amounts of revenue that might be a struggle to obtain.
- Does it still align with the goals and objectives of the PA MP? Whilst raising revenue is important the organisations operation must not do be at the environmental expense of the PA.
- What potential new sources of income could be done on-site (in the PA) and off-site (outside of the PA)? Remember off-site activities can extend to opportunities provincially, nationally and internationally.
- What information did the Market Analysis find? The market analysis sought to identify what potential markets are available and what goods or services could potentially be provided. Are there local businesses or community groups that could fundraise or support the PA project? Are there any potential national-level funding or grant opportunities available from organisations in PNG (e.g., UNDP, USAID, WCS) or large businesses that are known to support community groups with funding (Digicel Foundation, ExxonMobil, TOTAL, the Sir Brian Bell Foundation)? Are there any organisations based overseas (internationally) that are interested or known to support conservation in PNG?

## On-site Activities for Revenue Generation

It is important to recognise that many of the best organisations managing PA's do so by taking responsibility of their plans by seeking ways to self-generate the revenue needed, rather than waiting for often infrequent and irregular donor and grant funding to be received.

Many PAs overseas have leveraged the benefit of tourism to self-generate income. In PNG, tourism is still developing with international tourist numbers low. As such, many PAs will need to explore other options. This is where the Market Analysis section of the PABP is an important tool to assist in recognising who is around the PA and how the organisation may be able to provide products and services that generate revenue from those identified markets. If the PA is fortunate in its location and is closer to a town or city where there are large numbers of people and visitors (such as international tourists, expatriates, or visiting Nationals), the organisation may be able to seek out some tourism and recreational-based opportunities.

Listed below are some examples of how other PA's across the world have found ways to create revenue on-site, within the PA's. Note, there are many, many ways to self-generate income so the list below does not represent the only opportunities. The challenge (and opportunity) for many PNG PAs is to understand what markets exist which would be able to support on-site generation of revenue.

**User Fees**:

These are generally one-off fees for daily access and use of the PA with examples including:

- Entrance fees: People pay a fee to enter the PA.  Apart from tourists and visitors, there may be other people/groups that could be encouraged to access the PA for their own activities such as schools or church groups.
- Amenity/hire fees: People pay to utilise facilities such as picnic table hire, access to toilets or showers, access to safe car parking, camping space, equipment hire (chairs, tables, tents, etc whilst in the in PA).
- Permit:  Allows an individual to access the PA for a specific reason such as, to go fishing, gather fallen wood, seeds, fruits, medicinal plants, etc.  This type of arrangement must be monitored carefully to ensure it is sustainably managed and is often allocated to only a small area of the PA to ensure that under no circumstances the PA is negatively impacted (such as a decline in fauna and fauna).
- Sporting event permits:  Where the PA site plays host to a sporting activity such as a community fun run, cross country running event, mountain-biking event, canoe racing event, etc.
- Activity fee:  People pay a fee to do a permitted activity in the PA such as canoeing, trekking, bird watching, fishing, diving, snorkelling, camping, etc.
- Special use permits:  People or organisations pay to access the PA to undertake a unique activity such as filming, research, etc.

**Concessions or licences**

Concessions and licences are given to a business or individual that grants them permission to conduct some (or all) of their business activities in the PA for a set period of time (such as one year).  The organisation responsible for the PA's management, must ensure the activities are conducted in a sustainable and controlled way to ensure the PA is not 'over-used', bringing about negative environmental impacts.  Those who receive a concession or licence need to be responsible individuals or business operators who will act in accordance with the rules and regulations and agree to penalties for breaches to the rules to ensure the PA is sustainably managed.  Examples include:

- Food service license:  A business may rent (lease) out a building belonging to the PA (or use a mobile food cart) for the purpose of running a café or restaurant at the PA to benefit from PA visitors.
- Retail merchandising license: Similar to food service, a business may rent (lease) a building owned by the PA (or use a mobile shop cart) to set up and run a souvenir shop or stall at the PA.
- Tour operator &/or tour guide license: This license enables a tour company to bring their customers onto the PA.  There are different license arrangements possible, e.g., businesses paying a one-off annual fee with no limits on number of tourists brought in, or some paying based on the total number of people they bring into the PA)
- Transportation license: Licences for businesses who may operate a mode of transport in the PA to help visitors get around (boat, ferry, bus, etc)

In the examples above, all work particularly well when there is a large number of visitors accessing the PA, as these activities depend on visitors going to the PA to make their operations successful. Where there are low visitor numbers, there would be little or no incentives for these businesses to establish their operations at the PA.  Likewise, whilst it is possible to implement fees, being able to account for them, show how they are being used and ensuring that they are used to further the management of the site is important as it will build confidence and support amongst customers and stakeholders that revenue raised is being used in and towards advancing the PA.

## Off-site Activities for Revenue Generation

**Corporate/business donations & sponsorship**

Businesses are not obligated to donate however some businesses like to support local organisations (generally not-for-profit charities) that benefit local communities around where the business operates. Businesses that donate generally choose a cause or causes that they will support (for example, education, health, women's issues, environmental causes, etc) often chosen on the personal interests of management. When looking for corporate donations, it is important to determine what causes the business is likely to donate to with the aim of finding and targeting those interested in the organisation's programs (such as environment & environmental education).

Corporate donations as a way of generating revenue requires a lot of time to build relationships with each business and their management in addition to ongoing communication and promotion of their donation once received. Many corporate (business) donors seek acknowledgment for the support so the public and their customers know that they support local projects (this is referred to as corporate social responsibility). Recognition could be done via writing an article and sending it with a photo to the newspaper, putting a photo and post on your social media accounts, writing and sending a thank you letter, or giving the business a certificate of appreciation to display at the business. Making sure the corporate sponsor feels appreciated for the support and by continuing to maintain communication with them after the donation also increases the chance of further donation support in the future. Corporate donations are given by a business in either two main ways:

- Cash donations: where a business gives cash either for general operational use or for specific projects that the receiving organisation wishes to implement.
- In-kind donations: where a business donates products that they generally sell to the organisation requesting support (e.g., generator, car, fuel, furniture, stationary, timber, etc) or services they provide (accountancy support, skilled labourers, legal advice, transportation, etc). With the donation of items it is important to record the donation within the financial reports.

**Individual Donations**

Individual donations generally come from a single person or family who is interested in supporting a cause. Individual donations can be cash or in-kind. In remote parts of PNG, it may be difficult for individuals who do not have paid employment to donate cash, but they may wish to support in-kind through donating their time or services.

- Cash donations: Where an individual gives cash money to the organisation. If donations are sought from people living in different parts of PNG or overseas the organisation will need to have a bank account so donations can be made as direct deposits into the account.
- In-kind donations: Similar to corporate in-kind donations an individual gives either their time (e.g., volunteering) or donates an item (such as a garden tool, or book). With donation of items, it is important to record them within the financial reports.
- Volunteerism. This can be an excellent source of help for organisations with limited revenue and staff. There are many, many ways individuals can volunteer and donate their time. It may be a one-off project (e.g., a one-day weed eradication project) or on a consistent basis (volunteering one day a week to do filing or update social media pages). This can also be an excellent way to communicate to volunteers the projects the goals of the PA and to get broader community support and involvement.

- Adoption programs. Individuals donate cash towards supporting a specific cause. Examples include, adopt an acre of rainforest, adopt an acre of reef, adopt an endangered animal, adopt a ranger, adopt a (specific) program. Adoption programs can be one-off donations or recurring (e.g., every month). Adoption programs require heavy marketing and communication so people are aware of the program, as well as the ability to sign-up and make the payment (which is generally all done online via the internet).
- Planned giving: not very common in PNG, but two common examples are:
  - Bequests. Where a person with an asset or assets (such as a house) gifts some (or all) of their assets to registered charities of their nomination as written into their legal will on their death.
  - Staff automatic pay deductions. In some countries, staff have the ability to donate to charities through automatic donations from their pay to a nominated charity. In some countries, a tax deductions are given to the person donating.
  - Membership/Supporter programs: Individuals pay to join a program ran by the PA organisation that provides them the opportunities to support the organisation whilst also receiving benefits that may include (for example) free entry to the PA for one year, discounts to attend events at the PA, regular updates view e-newsletters on your program, etc. Members can be encouraged to donate to specific programs or to share with others programs needing support.

**Grants & donor funding**

Grants and donor funding is generally received by making an application for funding support to the specific organisation advertising the availability of funds. Grant applications are generally proposal-based, with organisations completing and applying by a set date that outlines what the organisation wishes to achieve (generally a specific project), how it will achieve the goal, how much it will cost, and what the benefits will be from implementing the project. Every grant application is different and specific to the organisation issuing the funds. The amount available, what information is required and who is eligible will vary with each grant. Grant writing can be a highly competitive space with many organisations applying for the same grant funding.

Grant writing takes some practice. It is important to assess whether the organisation is eligible to apply and that it meets and addresses the criteria and guidelines asked. It is also important to ensure the project the organisation wishes to achieve with the funding is clearly defined and that the project is part of the PABPs goals and objectives.

There is no set method for finding grants however it will require time to search (most often) online, in the newspapers, or by speaking with key stakeholders such as Government, conservation organisations, AID agencies, businesses and potentially other organisations to find potential open grants. For organisations starting up or new to grant funding, exploring opportunities for funding locally within PNG may provide a higher chance of success and provide a good stepping stone before searching and applying for funds internationally.

Examples of grant and donor funding opportunities that may be available to organisations managing PAs include:

- Private foundations: These are often established by large corporate businesses as a charitable arm. Examples in PNG include: the Sir Brian Bell Foundation, Digicel PNG Foundation, Oil Search Foundation, PNG Tribal Foundation). There may be foundations internationally interested in supporting projects in PNG.

- Environmental funds: Funding specifically available to organisations committed to supporting environmental conservation. The PNG Climate Change & Biodiversity Fund and GEF (Global Environment Facility) are examples.
- National and international based conservation-based non-profit organisations: These organisations receive donations from others which they distribute to conservation organisations that meet their criteria and funding objectives. Examples include World Wildlife Fund (WWF), Conservation International (CI), The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), and The Rainforest Trust.

**Government Funding**

Whilst historically in PNG, direct Government funding support for organisations managing PAs has been limited, there still are opportunities for organisations to communicate and work more collaboratively with Government with the long-term view of mutually advancing conservation in PNG. When considering Government support remember to look at all levels of funding from the Local Level Government (LLG), Provincial and National levels as well as Government Authorities (such as CEPA).

By maintain communication with each level of Government, sharing with them the projects and works of the PA and the impact on those living and/or using the PA, the organisation's chances of future collaboration and funding success of the PA from these parties is more likely when available funds to distribute present themselves.

## Prioritising Revenue Opportunities

Above highlighted several opportunities for raising and sourcing revenue to support the organisation and PA. Rather than trying to pursue every potential opportunity listed as well as some unique ones of your own, it is important to prioritise based on the specific needs and situation.

Taking the time to list down all potential opportunities and then performing an effort/impact matrix will help determine which opportunities provide the most chance of success given the unique situation of the PA and organisation.

A Effort/Impact Matrix is shown at Figure 14 and considers on one axis the effort required into receiving the revenue (for example, will it be complex or easy to establish the revenue opportunity?). On the other axis, the impact that the revenue opportunity would provide is considered (for example, how big will the reward and benefit be from the revenue opportunity?).

Opportunities that fall within the low effort (complexity) / high impact (reward) category are worth pursuing. Those opportunities that fall within the high effort (complexity) / high impact (reward) should be prioritised based on



Figure 14. Effort/Impact Matrix

your circumstances. Those that fall within the low effort (complexity) / low impact (reward) are best left till later, and lastly those that require high effort (complexity) / low impact (reward) should best be left out.
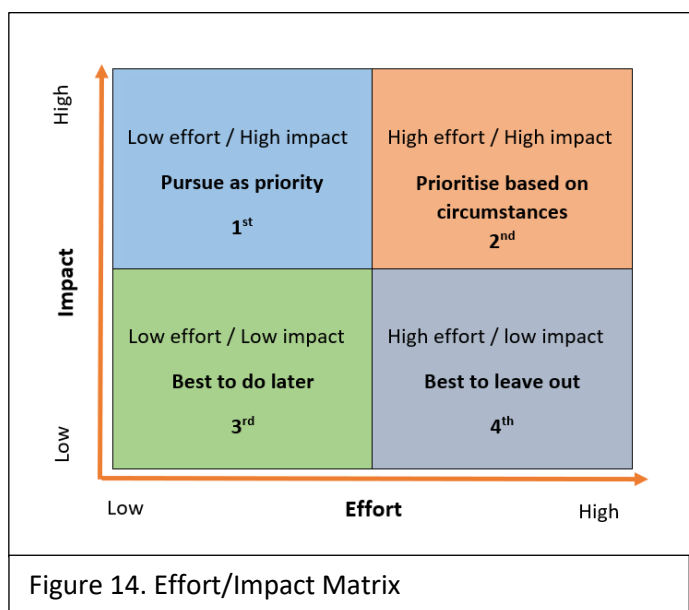
Taking the time to consider all of the existing and new opportunities for raising revenue will assist in the preparation of the financial plans and support the finance team in the financial planning process.

## Expenditure (money out)

The Expenditure section considers all the costs (also referred to as expenses) that the organisation expects to incur during the period of the PABPs implementation.

There are many different expenses. For an established organisation that holds financial records from previous years, it can be an easier exercise to budget for future expenses as there is historical data showing what was spent on activities, making it easier to determine the likelihood of spending similar in future. For example, an electricity bill for an office would not be expected to increase significantly year on year, unless within the PABP there were plans to expand to more office space. Knowing the past spending and the future plans can assist in making an accurate forecast of the electricity bill.

Once an established organisation has looked at their past records for recurring and ongoing expenses, the organisation will look at what new expenses it anticipates receiving during the PABP period. This could include new costs associated with implementing new revenue raising opportunities (e.g., to set up a canoe hire service there would be expenses associated with buying the canoes, having staff collect the hire fees and funds needed for repairs and maintenance of the canoes). New expenses could also include new projects intended within the PA.

For organisations that do not have historic records of past, a good exercise is to list all of the expenses the organisation anticipates it will have and what the associated costs of this will be. If possible, take the initial guestimate figures to an accountant, similar conservation organisation or business and ask them to review the figures and comment on the accuracy from their experience (for example, the organisation allocated K50 per month on PVM transportation but during discussions other organisations noted their costs were K100 per month. Quotations for items and expenses is also very beneficial to support in estimating budget costs. Be as accurate as possible with estimating budgets.

Organisations may lay out the expenses differently within their accounts. Some organisations may break up expenses based on Departments (eg., Administration, Rangers, Education, Operations, etc). Others may break up expenses based on Projects (e.g., Project A, Project B, Project C) so it is easy to see what money has been spent against what project. This may be of beneficial when there are multiple projects and some (or all) of them are funded by different sources (e.g., two projects might be funded by grants from different organisations and/or one project may be a cash sponsorship from a business sponsor). It may also be useful for reporting expenses on a project as everything is clearly separated between projects.

Whichever way the organisation chooses to show its expenses, it is important to have these accounts set up by a person strong in finances such as an accountant. The activity below includes a table of common expenses to consider when developing a chart of accounts.

<div style="border:1px solid green; padding:10px;">

**Complete Activity 13: "*Listing expenses*" in Part 3 of this guide.**

This activity assists in listing expenses likely to be incurred by the organisation.

</div>

**Cost reduction strategies**

When reviewing the revenue and expenditure in a draft financial plan it is unfortunately common to find that the organisations expenses are higher than the amount of revenue planned to be received. This would result in the organisation not having enough revenue (money in) to support all of the costs and expenses (money out) required and would mean the organisation would run at a loss (spend more money than it earns). This situation must be avoided at all costs.

To resolve this, once the initial draft budget (financial plan) has been created with revenue and expenses entered for each month across a year, the next step is to look at each expense to see where spending can be reduced (cut back) so that at the end of the review the organisation has enough revenue to cover the expenses.

Sometimes organisations think that to solve this problem they should just make or find more revenue rather than cut back on spending (reduce expenses). However, making additional revenue is much harder than cutting back on spending. The best strategy is to look at *how* expenditure can be reduced with some considerations below:

- Look at the various PA programs and goals set in the PABP which have been included in the financial planning. Are there projects with high costs but which deliver little impact to the PA which should be reviewed? As an example, spending K50,000 to build a guest lodge, when the market analysis found that there were very little tourists to the area and the best estimates on how much revenue potential the guest lodge would make was K2,000 per year. As such, it would take 25years (K50,000/K2000 = 25) before the guest lodge paid for itself and the PA started to make positive revenue. A cost saving strategy in this case, may be to purchase some tents (say for example) at a cost of K3,000, which would be much less than the initial K50,000 for the guest lodge. A separate option may be to offer village stays in existing housing owned by the local community instead of buying tents. Whilst this option may result in less revenue to the PA, it will bring opportunities to the local community (such as a home stay fees, opportunity to sell souvenirs and meals to guests). These opportunities may also result in the local community being more supportive of the PA and in supporting the organisations efforts to preserve it. There are many ways to achieve the organisations goals and objectives and brainstorming cost-effective solutions should be a regular activity.
- Review e operational costs. Within the normal operation of the organisation and PA there are going to be many different costs. Take the time to think about each expense and consider if there are other alternatives or solutions that may be cheaper. Some considerations may include:
  - <u>Less or redistributed staff</u>. Can the activities be done on less staff? Could some roles be merged into one person's role rather than across two people? Are all of the roles full time? Perhaps some roles are part-time or casual in nature.

- External third parties.  Is it cheaper to have someone else do the work rather than employ someone?  For example, perhaps engaging another organisation to oversee the accounting functions  is more economical than employing an accountant on staff.
- Volunteers. Can the community help with projects? For example, rather than employing people to revegetate a part of the PA, can the local community do this voluntarily as part of the organisations education and engagement programs?  Perhaps there are some University students looking to do practical experience and are prepared to volunteer their time with the organisation in return for a reference letter and certificate to include in their resume?
- Partnerships and share resources with other NGOs/CBOs.  Are there other like-minded groups that the organisation could pool resources with?  Eg., a local community group share an office space with the organisation and split the rental costs, or another charity splits the wages with the organisation for a marketing person who supports both organisations on a 50/50 split basis.  Whilst partnerships can be great and beneficial, it is important to ensure that you have established contracts or Memorandums of Understanding that clearly explain how the arrangement works, which organisation is responsible for what, what happens to jointly owned assets (something of tangible value) where assets are stored, what happens if an asset needs to be sold, and how will the partnership mutually end if required?
- Strategic partnerships with external organisations.  Perhaps the organisation can find other organisations that will support or provide specialised technical expertise, research services, access to wider networks, or details for funding opportunities?  These may be larger NGO's, aid agencies or others that are committed to helping organisations and conservation grow in PNG.
- In-kind support from local businesses or other groups?  Perhaps local business may be willing to donate items needed to run the organisation, or pay for internet, or phone usage?
- Are your timelines realistic?  Often organisations are keen to achieve all of the objectives at once and list lots of projects to be achieved in the first few years.  As such, budgeted programs don't end up happening.  Review the organisations goals for the year of the budget and confirm it is realistic with the resources available to the organisation.  You might find that programs need to be moved into later years and, as such, all of the expenses associated with the programs delayed can be taken out of the budget year that you are working on, thus reducing the expenses.

## Demonstrating Impact

In the PABP the organisation should highlight how the PA impacts broadly.  This includes local, provincial and national benefits gained because of the existence of the PA.  Understanding and reporting on how the PA impacts on the economic, social and environmental sectors strengthens the reader's understanding of the total value, impact and worth of the organisation, and increases donors, businesses and the community's desirability to support the organisations efforts.

The PA provides impact in many different ways beyond just the revenue it raises directly to support the PA's operations, but also in the way it contributes to the local and regional economy.  Three key effects that the PA has on impacting its surroundings include:

- Direct effects:  this is a result of people who come to visit the PA also spending money surrounding the area (for example, visitors paying for hotel or other accommodation, money spent eating at restaurants or buying food from supermarkets, money spent buying souvenirs from craft markets, and the money spent on transport to get to the PA's location, etc)

- Indirect effects:  as a result of the direct effects, those organisations in turn had to buy the goods and services needed to service the visitors (for example they employed staff, bought the food from local farmers and shops, bought the souvenirs from local artisans, purchased fuel from the petrol station, etc) which also impacted these people and businesses with financial gain
- Induced effects:  as a bigger result, all those that benefited created further rounds of spending across a broad range of economic sectors including the area itself being more desirable and attracting more people to the area to live, gain employment or to establish new businesses to support the growth in an area

To properly assess the impact of the organisation and PA and include within this section of the PABP, there are a number of Economic Value / Benefits Assessment Tools (also referred to as Economic Impacts Spreadsheet Tool) available.  The process is detailed and outside the scope of this guide however some known documents that may assist include:

- Ivanić, K., Stolton, S., Figueroa Arango, C., et al. 2020 (updated). *The Protected Areas Benefits Assessment Tool*. IUCN, and
- Dudley, N., and Stolton, S. 2009. *The Protected Areas Benefits Assessment Tool*. WWF

Financial Planning is about preparing and showing the budget requirements for the organisation over the period in which the PABP applies.  It can take an organisation a number of years before the budgeting process becomes straightforward.  But it is a vital part of the PABP process.  It is important to lean on the PABP creative team and get the guidance and support from someone with an accounting background who can assist in the preparation of all financial and budget planning documents.  It is also important to ask the right questions that challenge staff to think about revenue and expenses, and particularly ways to operate a budget with cost savings in mind.  Guidance from other more established PAs may also assist as they may have had similar past experiences.  Utilise networks for this important stage.

# Section 7: Marketing Plan

The Marketing Plan sets up the how, why and when to promoting and raising awareness of the organisation to those externally, be it locally or even internationally. In large businesses, the Marketing Plan is sometimes developed as a standalone document or provided as an attachment to the PABP because it is so detailed.

The Marketing Plan is operational in nature, meaning that it details and demonstrates how an organisation is planning to do the marketing and communication outreach to its identified and specific markets across a defined period of time.

The size and detail of the Marketing Plan will depend on a number of factors including:

- size of the organisation and its operations (employees, budget & products/services offered)
- marketing knowledge of the team
- resources available for preparing and implementing the plan

Marketing should be used to strengthen relationships with stakeholders and as a way to educate, promote and improve appreciation and understanding of the PA. It is also a tool for sharing your goals, plans and achievements in conservation.

The process for creating the Marketing Plan will be outlined through the following 6 stages:



## Setting Marketing Goals

During the first stage of the Marketing Plan process, it is important to identify what the organisation wants to achieve from the Marketing Plan. What are the goals and aims of the marketing plan? Is it to increase visitation/users to the PA? Is it to receive increased funding and support from existing funders or to find new funders and supporters? Is its goal to better communicate the educational messages to local community groups within and around the PA? Is it to promote the services and products provided by the organisation and PA? Is it to raise broader awareness of the PA to people in PNG?

Each organisation will have different reasons for wanting to do marketing. With each different goal identified and set, a different approach as to how that particular goal will be marketed will be needed.

---

**Complete Activity 14: "*Defining your Marketing Goals*" in Part 3 of this guide.**

This activity assists to outline the Marketing Goals as part of the PABP process.

---

## Review the Market Analysis

Fortunately, this stage has already been completed as an earlier section of the Business Plan. Take the time to review the Marketing Analysis and the various markets that were identified which impacted on the organisation and PA. Also identified were the PAs current and potential future customers and what each customer group may be willing to pay for the different products and services the PA could potentially offer.

## Identify the Target Market Segments

The next stage is to look at all of the market segments identified in the Marketing Analysis and to conduct a Marketing Mix on each.

Consider the marketing goals set and review each marketing segment to identify which segments are involved in or a part of achieving the marketing goals set. For example, if the marketing goal was to increase funding support and communication with funders, then the market segment which would be relevant to this goal would be any segments that could provide funding support (which may have identified as local businesses, government, aid agencies, etc). These segments then become the 'target markets' (also called target market segments) for the purpose of the marketing plan.

A Marketing Mix is a tool used to determine how best to reach each target market segment. The purpose is to get each target market segment interested in the organisation and what specific products or services it is offering.

When performing a marketing mix consider the target segments and how best to 'reach' them through the 4 P's[15] (refer: Figure 15[16]) that are:

- Product: the nature of what is being 'sold', including both tangible products (things you can see, hold or use) and intangible products (such as a service or emotion). he PA in general or specific components of the PA)
- Price: reinforces your image, effects demand, relates to your market segments
- Promotion: how do you best reach the target market
- Place: how you get the product to customers (influenced by geography, product type, buying behaviour, seasons, available funds)



Figure 15. The 4 'P's of Marketing

**Complete Activity 15: "*Identifying target market segments and conduct a marketing mix on each*" in Part 3 of this guide.**

This activity assists in 1) outlining the target markets against the marketing goals, and 2) determining a marketing mix for each target market.

---

[15] Patry, M. (2008) *Business Planning for Natural World Heritage Sites – A toolkit*. UNESCO World Heritage Centre

[16] Leonard, J., 2016. *The Four "P's" of Marketing: How Do They Apply in the Digital Age?* Bsuiness2Community. https://www.business2community.com/marketing/four-ps-marketing-apply-digital-age-01576860

## Develop the Marketing Strategy

### Review your current marketing actions and activities

In many instances the organisation may already be doing some marketing activities, even if not structured and planned. The next stage, is to review what is the current status of the organisations marketing efforts? What does the organisation already do? How does it communicate and promote the organisation and PA to those externally? Is there a facebook page? Do staff give talks to community groups about the organisations and PAs? Do staff speak with local business houses? Does the organisation have a website or use e-newsletter? Are there annual reports created and distributed to others each year (this is also a way of communicating and marketing)? Are there stories and editorials written in the newspaper or do staff speak on radio? List all of the different ways the organisation currently communicates to others and tries to promote, 'sell' and market the PA and its products and services. Once these have been listed down, conduct a SWOC analysis to determine the current marketing Strengths, Weaknesses, Opportunities and Challenges.

> **Complete Activity 16: "*Current marketing activities and SWOC of activities*" in Part 3 of this guide.**
>
> This activity helps to outline the organisations current marketing activities and where these activities sit on a SWOC analysis.

### Identify the marketing programs and campaigns that will address each set marketing goal

The next consideration is what kinds of marketing programs the organisation wishes to implement to reach the marketing goals and which will appeal to and reach the target market.

A marketing program is the plan that sets about the different activities and actions the organisation wants to take in order to achieve and promote a marketing and organisation goal. Each marketing program will differ based on the goal, the stakeholder and the identifying factors within the Marketing Mix. The marketing goals are also interconnected with the overall organisational goals so it is important to refer to the key goals and objectives set in the PABP.

The marketing program assists in 'grouping' all the different marketing activities planned.

An example may include running a marketing program/campaign about a particular endangered animal that is found in the PA. This marketing program/campaign could seek to gain more supporters through,

- conducting a fundraising drive (that specifically relates to a program about the animal),
- marketing some of the PA's products & services (bushwalking as a way to potentially spot the animal),
- running an educational program at the local school (that focuses on not hunting the animal),
- strengthen partnerships with the LLG by utilising the marketing program to have the LLG visit the site and be part of a media event [e.g., planting a tree that the animal lives in], and
- generating broader awareness across PNG with a media release and radio interview highlighting the animal and why people should care to see it saved.

The above example shows many different marketing activities all centred around one key marketing program (raising awareness of a particular endangered animal). The overall program links to a goal of

the organisation (which in this case may be wildlife protection). Each of the activities is focused on connecting to various target market stakeholders (e.g., sponsors, government, local community, community in PNG, etc).

The goal is to identify marketing programs/campaigns that meet the most objectives and goals, whilst reaching the most amount of key stakeholders, and that will provide tangible benefits (such as revenue, PA protection, decrease in hunting), and all at the least amount of cost or effort but for the highest benefit and value.

## Identify the costs/benefits with each program

Once you have considered a number of different marketing programs that could potentially be rolled out, conduct a costs/benefits matrix (Figure 16) to determine which programs to pursue and which ones should be either removed all together from the PABP, or perhaps held for a later time.

**Cost / Benefit Matrix**

| | | |
|---|---|---|
| Low cost / High benefit **Pursue as priority** 1st | High cost / High benefit **Prioritise based on circumstances** 2nd |
| Low cost / Low benefit **Best to do later** 3rd | High costs / low benefit **Best to leave out** 4th |
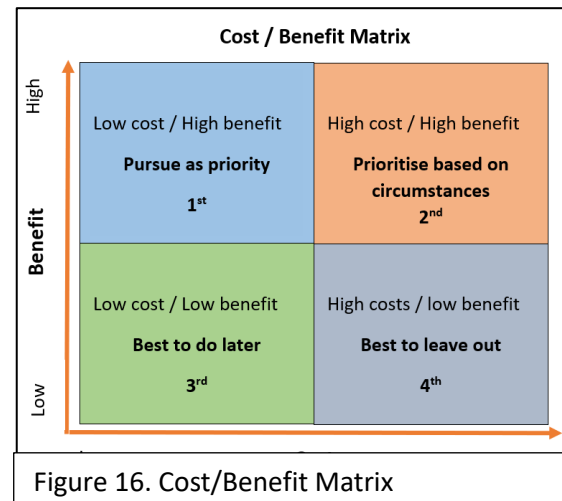
Figure 16. Cost/Benefit Matrix

## Determine the communications strategies for each marketing program

With each marketing program there will be multiple ways to market or promote it to the target markets.  This is often referred to as the communications strategy.  Communications methods will vary in their success based on the specific target markets that are trying to be reached.  Taking the time to think about the program to be promoted and who the target market is, will assist the development of a strong communication strategies for implementation.

For example, if the organisation wanted to communicate to a local subsistence-level community about an 'educational fun day' planned at the PA to achieve an PABP objective, sending an 'email blast' to those listed on the organisations email database is unlikely to reach many of the people living in the community, particularly if the stakeholder analysis revealed that majority of this community had little to no education, little to no access to technology (including email) and electricity.  However, if the communications strategy involved direct marketing (where you physically visited the community to verbally let them know), as well did some print advertising and handed out easy to read flyers, then the chances of having the community attend the event would be much higher.

Some common marketing communications tools include digital marketing, advertising and face-to-face marketing.

**Digital Marketing**.
Digital marketing (also called online marketing) is a great way to reach people that are connected to and have access to the internet.  Examples include:

- Website: A good tool to share detailed information on the organisation, vision and programs with the ability to reach a wide audience.  Websites can direct users to making donations.  It is important to maintain and update websites to keep them relevant.  To establish a website, the organisation will need to purchase a domain name (the website address), pay for the domain name to be 'hosted', and develop the content to go on the website.  The costs can vary greatly based on how much of the work is outsourced or done in-house.  Do-it-yourself website builders

include GoDaddy, Squarespace, Wix, Weebly, Zyro, to name a small few.  Most can assist with domain name registration and hosting.

- Social Media:  There are several platforms with Facebook the most common social media platform used in PNG.  Others include Instagram, Twitter, LinkedIn, Youtube and WhatsApp.  Each has their strengths relating to who they specifically target and who uses them.  It is important to ensure that when choosing what social media platforms to use, that the focus is on the target markets and what they use.
- Email:  A private address directly linking the organisation to an individual.  Emails can be a good way to share newsletters, updates and calls for action.  There are programs designed to assist with automation of email marketing including Mailchimp, Hubspot and MailerLite.

**Advertising**

Advertising generally involves paying for a space to promote a product, service or cause.

- Mainstream Media advertising:  This includes newspapers (such as The National or Post Courier), television and radio advertising.  Paid advertising is generally expensive, particularly for television.  However, there are other opportunities to use mainstream media at no cost.  For example, writing and sending a media press release (that is a short, compelling news story) may be printed by a newspaper, or read in a tv or radio news bulletin if the media outlet believes their readers and listeners will be interested in the story.
- Print advertising:  This includes the organisation creating and printing brochures, flyers, or posters.  This can be expensive and often this marketing ends up in the rubbish bin or quickly ruined if in the weather, however where online communications is not possible, print advertising still presents a good way to reach the market.
- Billboard advertising: This is generally signage in a prominent place (such as a roadside, or shopping centre) that advertises your organisation or product.  These are generally rented, short-term spaces and can be quite expensive.

**Face-to-face marketing**

Direct marketing includes activities that are done directly to the target customer and often include in-person communication such as direct conversation and discussion, verbal presentations, and phone calls.  Face-to-face marketing, whilst labour intensive, is a good technique to strengthen and build relationships with the target markets (customers), build credibility and enable the organisation to monitor and listen to the responses of the target markets.

## Budget allocation and availability

An important step in the Marketing Plan preparation is to determine how much the desired programs and communications strategies will cost, along with what is the actual availability of funds within the Financial Plan.

Often a marketing plans budget will need to be revised, particularly if the needs for the organisation are higher than the expected revenue.  As such, when creating the marketing plan determine if there are any cost saving options available.  In addition, a cost/benefit analysis can assist the organisation in determining and prioritising marketing programs and plans.

Consider whether the organisation has the capacity to manage some of the marketing requirements internally or is outsourcing the only option?  Outsourcing can be expensive, however there may be

opportunities to find students or volunteers that may assist, or perhaps a business may provide some marketing as an in-kind donation of support.

## Create the Marketing Action Plan

The Marketing Action Plan seeks to detail all the marketing programs across a set period of time (for example one year) and include what tasks need to be taken to achieve the program, when the tasks need to take place and who will be responsible.

The Marketing Action Plan can be either a standalone document within the marketing plan, or it can be incorporated within the Action Plan section of the PABP. In this instance, refer to Section 8: Action Plan for details on how to set out and create an Action Plan.

Some things to consider when developing the Marketing Action Plan include:

- People: Does the organisation have a person (or people) who can implement the Marketing Plan and who has the necessary knowledge and experience to do so? Will this role be part-time or full-time? Is there volunteer support available? Can staff or volunteer, from other areas of the organisation assist as they interact with the target markets, provided they also have the correct training and understand clearly what the outcomes are?
- Time: Sufficient time needs to be allocated towards the marketing tasks to ensure that they are achieved within the deadlines, and that they are delivered effectively and efficiently. Often timelines forget to consider other workloads by staff and external factors that may impact on availability.
- Funds: Examine each marketing decision, staffing and resources required to ensure that funds are well spent. Whilst completing the Marketing Action Plan, items or tasks that may not have been first considered may be revealed so it is important to have communication between those in the organisation planning and implementing marketing programs with those overseeing and managing the financial planning and budgets of the organisation.

.

# Section 8: Action Plan

The final task in the business planning process is to develop the Action Plan. An Action Plan can be defined as a detailed plan that outlines all of the steps and actions needed to be taken to reach on or more goals. Also referred to as a Work Plan or Operational Plan, the aim is to create a plan that ensures that all of the goals and objectives set within the BP are actually completed and achieved.

The Action Plan details:

- *what* is the goal or project as detailed in the PABP, Financial and Marketing Plans,
- *what* steps/tasks are needed to see the goal or project achieved,
- *when* each of the steps/tasks need to be taken,
- *who* will be responsible for delivering and achieving each step/task, and
- *what* resources or funding have been allocated for the step/task.

The Action Plan can be part of the PABP or developed as a stand alone document. It can also be developed as a separate document specific to just one area of the organisation (for example, an organisation with a marketing department might want to have their own Action Plan to work from that contains only their activities). And whilst Action Plans are not always included in a PABP, what is does demonstrate is that the organisation has considered and planned how it is going to implement the objectives within the PABP. An Action Plan is also a great tool to monitor the organisation's progress as the year/s progress. Detailed Action Plans are often written for a period of one year.

The process for putting the Action Plan together can be broken down into the following steps:

Goal → Individual steps/tasks → Timeframes → Person responsible → Resources

## Goals
- List each goal/objective separately that the organisation has identified it is to achieve. There will be several goals when you consider all management and operations goals, financial planning goals, human resource goals & marketing plan goals.
- List goals/objectives according to departments may be an easier way to group activities so that each department (or role) can easily review the goals that their area/department is set to achieve.


## Individual steps/tasks
- For each identified goal/objectives, the next step is to determine all of the steps/tasks that will be required in order to reach the goal. There may be a number of steps required in order to get from the first task to the last task and identifying each of them will help ensure the project is implemented to its full potential. 'Process-mapping'[17] is a process tool sometimes used to assist with identifying each step.
- For each goal list in order, from start to finish, all of the individual steps required

---

[17] Athuraliya, A. 2022. *The Easy Guide to Process Mapping*. Creately.
https://creately.com/blog/diagrams/process-mapping-guide/

## Timeframes

- Now for each step above, determine how long each will take to complete.  Be realistic with timeframes and consider the other potential daily tasks that the person given the task may have to do in addition to the task related to achieving the specific goal.
- With timeframes consider, a) how long the task will take to complete, b) when will the task be completed according to an annual calendar date, and c) how many other activities are scheduled to be achieved at the same time.   For example, an Action Plan may have a particular goal (objective) with the first task starting in Jan running for 3 months (therefore Jan-Mar) however, once reviewing the Action Plan it is noted that there are six other actions listed to be achieved between Jan-Mar, but only one activity list to be completed in Apr-Jun.  In this case, it would be best to move one or two activities from Jan-Mar into Apr-Jun when there are less tasks and activities planned and ease of achieving is increased.
- Consider priorities when scheduling timeframes to tasks.  Where there may be workload clashes for staffs, focus first on those objectives that will bring about the biggest benefits for the organisation and reschedule lower benefit objectives till a later date.

## Person responsible

- The next step is to record which person will be responsible for and allocated to overseeing the task in question.  There may be multiple people allocated across all of the various tasks, but the important point, is to ensure that a specific person is allocated to every tasks.  This also provides accountability and responsibility for tasks required to be done.
- Where projects are being performed by ground-level staff, remember to consider the role that the Manager will play in approvals and/or monitoring and ensure that this is included into the Action Plan.

**Resources**

- The last consideration is resources.  What money, tools and equipment will be required to support the person responsible for achieving the task?  This step can support staff in budget preparation as it gives staff the opportunity to think about the work tasks ahead and at the same time think about what they are going to need to complete the task.  This activity also assists in budget preparation.  Organisations that do not develop Action Plans and have not identified what resources are needed are more likely to have budget problems as the year progresses.

Presenting the Action Plan in table format is an efficient way to display and present information required.  An example of an Action Plan is shown at Table 4.

Table 4.  Action Plan template example

| Key Objective/Goal 1. | | | | |
|---|---|---|---|---|

| Priorities/tasks for completion | | Timeframe | Person responsible | Resources needed |
|---|---|---|---|---|
| 1. | (Project name) | | | |
| 1.1 | (Individual step 1) | 2 weeks start 15 Jan | Jenny. Marketing Mgr | -Budget K400. -Transport to town. |
| 1.2 | (individual step 2) …cont to last step | | | |
| 1.3 | | | | |
| 1.4 | | | | |
| 1.5 | | | | |
| 1.6 | | | | |
| | | | | |
| 2. | (Project name) | | | |
| 2.1 | | | | |
| 2.2 | | | | |
| 2.3 | | | | |
| 2.4 | | | | |
| 2.5 | | | | |

**Complete Activity 17: "*Create an Action Plan*" in Part 3 of this guide.**

This activity will assist in creating an Action Plan table and set out the tasks required to achieve an objective.

# Section 9: Concluding Summary of the BP Process

Part 2 of this guide provided the essential information and tools required to develop a Protected Area Business Plan. The reader should now have the necessary resources to aid in the preparation and creation of a business plan that contains all the following information:

- Cover Page
- Contents Page
- Acknowledgements, acronyms and definitions pages
- The Executive Summary
- Description of the PA and Organisation, which included:
  - Profile of the organisation & PA
  - Vision and Mission of the organisation
  - Description of the PA, its location and inclusion of maps
  - Situational analysis
  - Stakeholder analysis
  - SWOC
- The Market Analysis, which included:
  - External Analysis
  - Target Markets
  - Products & Services
  - Competition
- Management and Organisations, which included:
  - Organisational structure
  - Staff Profiles
  - Organisational Needs Analysis
  - Training Requirements
- The Financial Plan, which included:
  - Financial Analysis
  - The Financial Plan (budget)
  - Revenue plans & cost savings
  - Demonstrating Impact
- Marketing Plan
  - Marketing Goals
  - Market Analysis
  - Target Markets
  - Marketing Strategy
  - Marketing budget
- The Action Plan


Any reader that follows the Business Plan format above will have a well-rounded Plan for overseeing the 'business' operational requirements for managing a PA in PNG. In addition, organisations who implement a PABP will most certainly improve their overall management of the PA, their organisation and increase their opportunities for funding and support.

# PART 3. Activities

## Activity 1. How will a PABP benefit your organisation and PA?"

Think about the benefits of developing a Business plan as detailed in *Part 1, Why planning is important.*

Now list below the top 5 reasons you think a PABP would benefit your organisation and PA?

1._____

_____

2._____

_____

3._____

_____

4._____

_____

5._____

_____

## Activity 2. Where would you invest funding support?

**Part A.**

Pretend for a moment that you are the head of a large international global funding body interested in 'investing' funding into a country that has great potential for conservation of habitats. The funding you have to give was provided by a number of countries with strict instructions that a) the money must be given to projects of conservation significance, b) where clear objectives, outcomes and plans are in place and c) where the risk of failure is low and funds will be spent according to the plans.

From the countries below – which country 'A', 'B', or 'C' would you give the funding to?

| Country A | Country B | Country C |
|---|---|---|
| Government representatives from country A were able to show that their country: | Government representatives from country B were able to show that their country: | Government representatives from country C were able to show that their country: |
| • Is a biodiversity hotspot<br>• Has over 100 protected areas<br>• Has PA MPs for 80% of the PAs<br>• Has PA BPs for 60% of the PA's<br>• Has PA FPs for 50% of the PA's | • Is a biodiversity hotspot<br>• Has over 100 protected areas<br>• Has PA MPs for 50% of the PAs<br>• Has PA BPs for 30% of the PA's<br>• Has PA FPs for 20% of the PA's | • Is a biodiversity hotspot<br>• Has over 80 protected areas<br>• Has PA MPs for 100% of the PAs<br>• Has PA BPs for 98% of the PA's<br>• Has PA FPs for 96% of the PA's |

Who would you award the funding to: _____

*Answer to Question 2, Part A:*

*Country C would most likely stand the best chance of getting the funding, even though they have less protected areas. Even though Country C has less protected areas than Country A, when you look at Country C, all of their PA's have a PA MP and almost all of them have BPs and FPs. A funder would look at Country C with confidence and conclude that Country C is very well prepared to receive funding and that the funding would be well spent according to their plans in place.*

*Country B does not look ready to give funding to as only half their PAs have MPs created and even less again for BPs and FPs. Funding Country B could be risky as it would be unclear how the funding would be spent and what benefit this would bring the PAs.*

**Part B.**

Much like the example above, now let's imagine that an international funding body has partnered with PNG's CEPA, to give funding to a PNG-based organisation managing a PA.

Of the three PA examples below, who would you give the funding too?

| PNG PA "A" | PNG PA "B" | PNG PA "C" |
|---|---|---|
| The organisation managing PA "A" can show their PA: | The organisation managing PA "B" can show their PA: | The organisation managing PA "C" can show their PA: |
| • is a biodiversity hotspot<br>• has existed for over 30years<br>• supports livelihoods<br>• contains some endangered species<br>• No PA MP<br>• Have a PA BP<br>• No current PA FP | • is a biodiversity hotspot<br>• has existed for over 30years<br>• supports livelihoods<br>• contains some endangered species<br>• No current PA MP<br>• No PA BP<br>• No PA FP | • is a biodiversity hotspot<br>• has existed for over 10years<br>• supports livelihoods<br>• contains some threatened species<br>• Has a PA MP<br>• Has a PA BP<br>• Has a PA FP |

Who would you award the funding to: _____

*Answer to Question 2, Part B:*

*It is most likely that the funding would go to PA "C" as they can demonstrate planning is in place which would give confidence that the funds will be spent according to clear objectives and budgets and that there is the appropriate allocation of staff and resources.*

*When comparing PNG PA "A" and "C", "A" has been operating longer (more than 20yrs) and has endangered species, however PA "A" does not have all the plans in place to give confidence that money would be best spent. PA "B" appears the 'least' ready to manage funding as they have no plans in place, even though they have operated the longest, are a biodiversity hotspot with endangered species and support livelihoods. Giving funds to PA B could be a risk as there is no clear plan for spending funds or how it fits into any broader planning.*

## Activity 3.  Identifying stakeholders, their impact and influence through a matrix exercise

This exercise relates to *Part 2, Description of the PA & Organisation*, sub-section on Stakeholder Analysis.

The activity below will help you list and identify all the stakeholders that interact with your PA and/or organisation.  When completing the activity, there are a few things to consider regarding stakeholder interests in the PA and/or your organisation.

Task 1:  Create a list of all the different interactions your organisation & PA has with others.  This could be organisations, Governments, businesses, groups of likeminded individuals, etc.   Using the worksheet below, write all of those identified interaction groups down in the "*Name of Stakeholder*" column. Don't forget to think about stakeholders in your local/immediate area, those in PNG and those internationally that you interact with.

Task 2:  Now that you have identified all the different stakeholder groups, think about how and what is their involvement with the PA & your organisation?  What motivates them to interact with you?   In the Worksheet, write down your thoughts in the second column with the heading "*What is the stakeholder's involvement & motivation towards the PA &/or organisation?*

Task 3:  Looking at the third column in the worksheet titled "*How the stakeholder contributes and supports the PA &/or organisation?*"  Write your thoughts on each stakeholder as to how they currently contribute and/or support the PA and/or your organisation.  Also consider what future potential is out there with each stakeholder to strengthen their involvement or support? Could some potentially form stronger partnerships and support you to fill gaps in knowledge, capacity, marketing, funding, etc? You may even decide to add a new column in your worksheet table specifically to record new contributions that they could provide.  Each stakeholder has the potential to grow their partnership with the organisation, if you focus the effort and see value in the effort and time invested.

Task 4:  In the next two columns in the Stakeholder Analysis Table, "*What is their interest and impact on the PA &/or organisation?*" and "*What is their power and influence over the PA and/or organisation?*" rank each stakeholder based on a scale from low to high for each question.

*Interest and Impact* refers to how much care or concern the stakeholder has in the PA &/or organisation.   For example, CEPA or a key partner may both have a *high* level of interest in your PA and where possible assist as they support the vision & mission.  However, a local business that has no interaction with the PA and organisation (e.g., you do not buy from them) may have a *low* level of interest as they do know what you are doing or are hoping to achieve.

*Power and Influence* refers to what is the stakeholder's relative power on decisions that may impact on the PA &/or organisation.  For example, the Government may have a high amount of power as it influences laws, use of land, etc and can enforce policy.  However, a sightseer to the PA may have low power as they cannot force you to make changes (they might ask or write a letter on things they want changed, but they cannot force you to make the changes).

For each stakeholder record your ranking in the two columns.

Task 5:  For the last activity, refer to the values you gave each Stakeholder from low to high for their interest and power, use the Impact/Influence Matrix below and plot where each of your stakeholder sits.  Once noted, record what priority score they got "*Manage closely*", "*Keep Satisfied*", "*Keep Informed*", "*Monitor*".

As per the below example, each number represents a different stakeholder.  When looking at numbers #4 and #1, you can see that both fall within the "Keep Satisfied" quadrant, however when comparing the two against the other, #1 has a higher interest than #4 and is closer to the Manage Closely quadrant.  If you had to prioritise which stakeholder to invest more attention into, in this example you would pick #1.

**Stakeholder Impact/Influence Matrix**



https://www.mindtools.com/pages/article/newPPM_07.htm
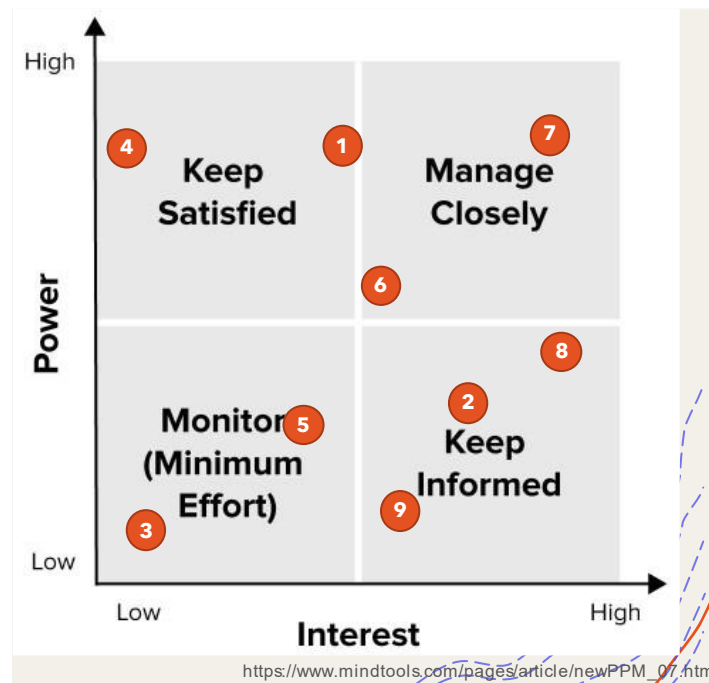
**High power - High interest**:
+ decision makers and big impact stakeholders affecting the projects success who have/show a kee n interest

**High power - Low Interest:**
+ decision makers and big impact stakeholders affecting the projects success who don't really have/ show a kee n interest. Keep   in the loop and satisfied. They yield power

**Low power – High interest:**
+ Not decision makers or influential, but keen in your organization. K eep this group informed. Can be very helpful with the detail of your project

**Low power - low interest:**
+ Not decision makers or influential, and not really interested / impacting your project. M   onitor

Worksheet for Activity 3.  Stakeholder Analysis

| # | Name of Stakeholder | What is the stakeholder's involvement & motivation towards the PA &/or organisation? | How does the stakeholder contribute & support the PA &/or organisation? | What is their interest & impact on the PA &/or organisation? | What is their power & influence over the PA &/or organisation? | Impact / Influence Matrix score |
|---|---|---|---|---|---|---|
| **Internal stakeholder's** | | | | | | |
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| **External stakeholders** | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| 11 | | | | | | |
| 12 | | | | | | |
| 13 | | | | | | |

(*You may need to add more lines to list all identified stakeholders*)

## Activity 4.  Complete a SWOC Analysis on the PA and organisation

This exercise enables you to critically think about your organisation's strengths, weaknesses, opportunities and challenges.  When doing this exercise ask yourself the following questions for each of the SWOC categories:

- *Strengths*: Think about what the organisation & PA do well.  What unique resources can they draw on?  What do others see as the strengths?  What are the best assets?
- *Weaknesses:* Consider what areas the organisation & PA could improve on.  Where do they have fewer resources than others?  What are others likely to see as the weaknesses?  Are they lacking in any knowledge or skills?  Are they meeting the funding needs?
- *Opportunities:*  What opportunities are open to the PA and organisastion?  What trends, programmes, or activities could they take advantage of?  What opportunities could the PA or organisation establish to assist with increased funding? What partnership opportunities are potentially out there?
- *Challenges:*  What challenges could harm the PA or organisation?  What is the competition doing?  What challenges do the weaknesses expose to the PA or organisation to?  Are there potential challenges with any stakeholders?  Are there any political, social, security, economic or other challenges?  What infrastructure, access or environmental challenges potentially affect the PA?

Using the below matrix, list each of the identified statements under the corresponding heading.  This Analysis can be included into the PABP.

**SWOC Analysis**

| STRENGTHS | WEAKNESSES |
|---|---|
| - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - | - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - |
| **OPPORTUNITIES** | **CHALLENGES** |
| - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - | - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - <br> - |

## Activity 5.  Performing a PEST Analysis

The below activity is aimed at helping put together a PEST Analysis and present it within the PABP. This activity should be accompanied with the notes from Section 3: *the Market Analysis, sub-section: External Analysis.*

Step 1.  On the PEST table below in the second column with the heading '*Factors/issues that may impact*', write down all the factors within the external business environment that may impact on the PA and/or organisation, by focusing on each of the four key areas of PEST.  To assist, refer to the tables in Section 3:  the Market Analysis, sub-section: External Analysis.  In addition, some questions in the following table have been developed for each factor to help you with your brainstorming.

| Policial factors to consider: | Economic factors to consider: |
|---|---|
| • When is the country's next local, state, or national election? How could this change government or regional policy? How could this affect operations in the lead-up? <br><br>• How much government interaction is likely at all levels and how could this impact you if it increased or decreased? <br><br>• How well developed is the rule of law, and how widespread are corruption and organized crime? How are these situations likely to change, and how is this likely to affect you? <br><br>• Could any pending legislation or taxation changes affect the organisation, either positively or negatively? <br><br>• How does government (at each level you interact with) approach environmental issues, organisational support, and customer protection legislation? What impact does this have, and is it likely to change? <br><br>• Are there any other political factors that are likely to change? | • How stable is the current economy? Is it growing, stagnating, or declining?  Are there differences between the local and national economy? <br><br>• Are key exchange rates stable, or do they tend to vary significantly? <br><br>• Are customers' levels of disposable income rising or falling? How is this likely to change in the next few years? <br><br>• What is the unemployment rate? Will it be easy to build a skilled workforce? Or will it be expensive to hire skilled labour or require significant investment in training? <br><br>• How is globalization affecting the economic environment? <br><br>• Are there any other economic factors that you should consider? <br><br>• Are there any other economic impacts that are likely to change? |
| Social factors to consider: | Technological factors to consider: |
| • What is the population's growth rate and age profile? How is this likely to change? <br><br>• Are generational shifts in attitude likely to affect what you're doing? <br><br>• What are your society's levels of health, education, and social mobility? How are these changing, and what impact does this have? <br><br>• What employment patterns, job market trends, and attitudes toward work can you observe? Are these different for different age groups? <br><br>• What social attitudes and social taboos could affect your organisation and PA? Have there been recent socio-cultural changes that might affect this? <br><br>• How do religious, cultural beliefs and lifestyle choices affect the population? <br><br>• Are any other socio-cultural factors likely to drive change for your organisation? | • Are there any new technologies that you could be using? <br><br>• Are there any new technologies on the horizon that could radically affect your work or your industry? <br><br>• Are there any barriers to accessing technology or basic infrastructure? <br><br>• How do infrastructure changes affected your ability to operate? <br><br>• Are there any other technological factors that you should consider? |

Step 2:  Consider the opportunities.  Referring to all the external factors listed taking place around the PA that may impact the PA and organisation, explore each of these identified factors in detail and consider what opportunities that they could open up for the PA and/or organisation.  Could it help develop new products or services, could it open new potential markets, could it provide more efficiencies?

Using the PEST table below, in the third column titled 'Opportunities', list the identified opportunities that may result from the corresponding factor/issues in column 2.

Step 3:  Consider the threats.  Repeating the same exercise as in step two, this time think about all of the negative impacts that could result from the identified factors/issues listed in column 2 on the organisation and/or PA. For example, if a demographic is declining in the area, how will that affect markets (customers)?  Or if there is a political issue, how could that affect operations?

Using the PEST table below, in the fourth column titled 'Threats', list the identified threats or negative outcomes that may result from the corresponding factor/issues in column 2.


The above exercise will give the tools to create a first PEST analysis to include in the External Analysis section of the Market Analysis in the PA Business Plan.

PEST Table.

| PEST | Factors/issues that may impact | Opportunities | Threats |
|---|---|---|---|
| Political | <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> |
| Economical | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> |
| Social | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> |
| Technological | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li></ul> |

(*NB: you may need to add more lines to this table*)

## Activity 6.  Create a Customer Profile Template

This activity will assist in listing all of the customers (target markets) and create a Customer Profile Template which can be incorporated into the PABP.  Refer to *PART 4, Section 3 Market Analysis* for further information on customers and target markets if required.

Noted, the template below is an example of one of multiple ways to set out the customer profile information.

Step 1:  Consider all of the different market groups that interact with the PA and organisation and list them down (some examples may include: tourists (international), tourists (local), local school children, university students, picnic users, local adults).  Record customer groups in the first column

Step 2:  Fill in the rest of the table for each customer group under the following headings:

- *Product / services of interest*:  What items and experiences is the customer group looking for? Particularly consider what products & services are offered and what might be in common.

- *Demographics*:  What is the age range, gender, education level, career, etc. of this group?

- *Economic Factors*:  What is the financial background of this group?  Are they low, medium or high income earners?  Do they have disposable income so have the option to purchase products and services above essential spending?

- *Psychographics*:  What is this group's interests, motivations, lifestyle?

Example of Customers Profile Template

| Name given to Customer group | Product / services of interest | Demographics | Economic factors | Psychographics |
|---|---|---|---|---|
| *e.g., school children* | *Conservation education lessons.* | *6-12 years, Male & female. Btw grades 1-6.* | *Parents primarily subsistence farmers. Low income* | *Keen to learn, interested in technology (mobiles / Facebook), less connected to traditional land practises than parents* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Activity 7.  Listing all the PAs and organisations potential products and services

This activity will assist in identifying and listing all of the potential products and services offered by the PA and organisation.  Refer to *PART 4, Section 3 Products* for information pertaining to identifying the products and services of your PA and organisation.

Fill in the table below to assist in expanding on products and services that could be potentially offered.

| Description of product or service | Category of Product or service (Natural value, specialist knowledge, or goods & materials?) | Are customers willing to pay for this product or service? | Challenges or limitations with getting this product or service to the customers | Who can access this product or service (local only? Nationally? Internationally?) |
|---|---|---|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Activity 8.  Competition SWOC

The template below will assist with detailing each competitor that exists for a particular product or service provided by the PA or organisation.

Here are some tips to assist:

- There are most likely multiple products and services available so consider each product/service on their own and who would be the competition for each.  When completing the SWOC table, create a separate table for each product/service and list the competition specific to that product/service. For e.g., if the organisation sells plants, and offers educational programs, and offers tour guiding, each of these products/services has very different competitors.
- When thinking about the competitions Opportunities and Challenges, think of it as if the competitor was run by you and what opportunities would you seek out and what challenges do you think would occur in running that business?
- You may need to make multiple copies of the table below depending on how many products and services are offered as well as how many competitors are identified for each.

**Competition SWOC**

| Details of competing Product or Service: | _____ _____ |
|---|---|
| **Competition 1** | |
| Name of business: | |
| Location: | |
| Ownership structure: | |
| Length of operation: | |

| SWOC | |
|---|---|
| **STRENGTHS** | **WEAKNESSES** |
| <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> |
| **OPPORTUNITIES** | **CHALLENGES** |
| <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> | <ul><li></li><li></li><li></li><li></li><li></li><li></li></ul> |

| Competition 2 | |
|---|---|
| Name of business: | |
| Location: | |
| Ownership structure: | |
| Length of operation: | |

| SWOC | |
|---|---|
| **STRENGTHS** | **WEAKNESSES** |
| • <br>• <br>• <br>• <br>• <br>• | • <br>• <br>• <br>• <br>• <br>• |
| **OPPORTUNITIES** | **CHALLENGES** |
| • <br>• <br>• <br>• <br>• <br>• | • <br>• <br>• <br>• <br>• <br>• |

| Competition 3 | |
|---|---|
| Name of business: | |
| Location: | |
| Ownership structure: | |
| Length of operation: | |

| SWOC | |
|---|---|
| **STRENGTHS** | **WEAKNESSES** |
| • <br>• <br>• <br>• <br>• <br>• | • <br>• <br>• <br>• <br>• <br>• |
| **OPPORTUNITIES** | **CHALLENGES** |
| • <br>• <br>• <br>• <br>• <br>• | • <br>• <br>• <br>• <br>• <br>• |

## Activity 9.  Create an Organisation Structure

Below are some examples of various and different organisational charts following on from discussions at Part 2, Section 5, Management and Organisation, Organisational Strcture.

The activity is to detail in diagram the organisations structure through the following process.

Step 1.  Think about the organisation.  Start with the person who is considered the leader of the organisation based on the position title and role.  Draw a box in the space below and write that job title in that box.

Step 2.  Looking at that role, which staff answer to that person?  Meaning the people in these roles would seek out approval, advise or permission from the upper role and likewise the upper role would give direction to the people below.

Step 3.  Repeat the exercise for each role, asking the questions of 'who do they report to? And who reports to them?'  Some roles may only report up to someone but have no one reporting to them.

Step 4.  Once all of your key organisational roles are listed with who they report up &/or down to, also consider what external sources they may report to.  For examples, are there community leaders that influence decisions that people in the organisation report to?

No two organisations are alike.  The most important thing is to include all staff (or if no paid staff, all committee members or groups &/or volunteers who have allocated duties).

Examples of some organisational charts:
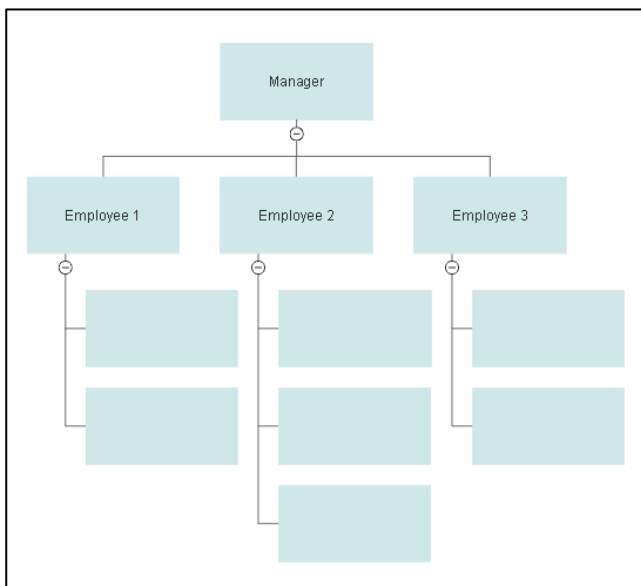
Example of traditional hierarchical structure with manager (boss) at the top, department managers below, and operational staff below that.

Example of more committee-group structure with various people/groups responsible for set tasks.  In this layout, it would imply that not one person is the head boss, but that everyone is equal.  However, perhaps those with the bigger 'circles' have more responsibility or final say.

| | | |
|---|---|---|
| Finance Committee | Board of Directors | Executive Committee |
| Purchase Committee | General Manager | Promotion Committee |
| | Materials Manager | Production Manager |
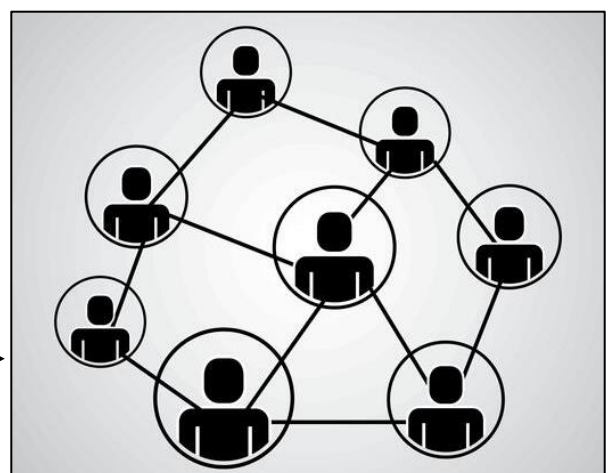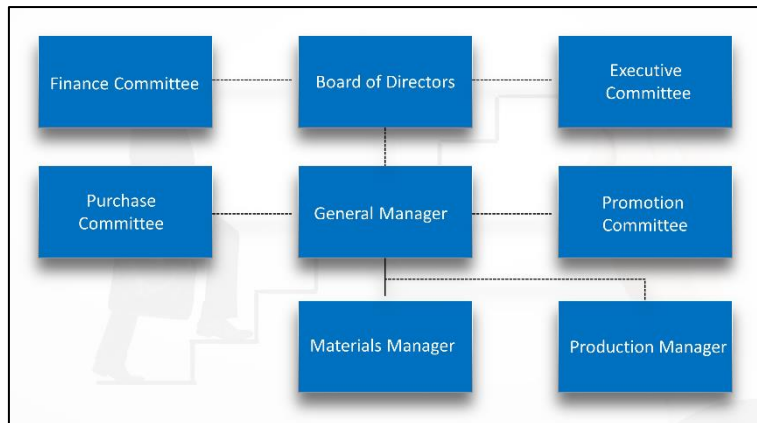
Example of a board & committees. Note that some committees report directly to the Board, and others to the GM. Under the GM, there are direct reports (staff)

Use the space below to work out the best way to accurately explain the people side of the organisation and how they interact with each other.

## Activity 10.  Conduct a Training Needs Analysis

The table below will assist you to identify the training needs for a particular role in the organisation as discussed in Part 2, Section 5, Management and Organisation, Training Requirements.  This exercise will need to be performed for each role in the organisation.  On the next page is a cost/benefit matrix to also assist with scoring.

| Role / Job title | Desired skills, knowledge & abilities required for the role | Current work situation that have shortfalls in the role output | Gaps identified (skills & knowledge to be addressed) | Training options (internal training / external training) | Identify training course (name of course and details) | Costs to do (low, medium, high) | Benefits from doing training (low, medium, high) | Cost / Benefit Matrix Score | Timeline for doing |
|---|---|---|---|---|---|---|---|---|---|
| *e.g. Administration Assistant* | *1. Filing & record keeping, 2. phone answering, & message taking 3. email responding* | *1. Filing not being done properly 2. Emails not being checked and forwarded to relevant person* | *1. Has little experience with filing* <br><br> *2. Has never used Gmail before* | *Internal* <br><br><br> *External* | *1. Supervisor can train on how to file in the office and the process for doing it each day 2. G-mail tutorials available on Youtube* | *Low* <br><br><br> *Low* | *Low* <br><br><br> *High* | *3* <br><br><br> *1* | *In 4 months* <br><br> *ASAP* |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

**Cost / Benefit Matrix**



| | | |
|---|---|---|
| **High** | Low cost / High benefit<br><br>**Pursue as priority**<br><br>**1st** | High cost / High benefit<br><br>**Prioritise based on circumstances**<br><br>**2nd** |
| **Low** | Low cost / Low benefit<br><br>**Best to do later**<br><br>**3rd** | High costs / low benefit<br><br>**Best to leave out**<br><br>**4th** |

Benefit (vertical axis), Cost (horizontal axis: Low / High)

## Activity 11.  Existing Revenue Sources

This activity supports the detailed content in Part 2, Section 6, Financial Plan, Revenue (money in). Consider all of the ways that the organisation receives revenue (money/income) to support the operations.  Also include informal ways which may include public donations.

List them below across the two categories.  If you also know how much money this generates per year on average, list this beside.

| Existing Revenue Sources | | | |
|---|---|---|---|
| On-site (at the PA) | | Off-site (external to the PA) | |
| *E.g., entry fees, picnic fees, tour guiding fees, fallen timber collection fees, an on-site fundraising event, equipment hire fees (canoe hire), etc* | | *E.g., sponsorships and grants, public donations, paid subscriptions (people paying for newsletters you create, etc), or services you may provide (running education or training programs off-site), or selling products/items to the public or other businesses* | |
| Details | Estimate of money raised each year | Details | Estimate of money raised each year |
| • | | • | |
| • | | • | |

| | | | |
|---|---|---|---|
| ● | | ● | |
| ● | | ● | |
| ● | | ● | |
| ● | | ● | |
| ● | | ● | |

# Activity 12.  Identifying 'new' potential sources of revenue

This activity supports the detailed content in Part 2, Section 6, Financial Plan, Prioritising Revenue Opportunities.  Consider all of the possible *new* ways that the organisation may be able to raise revenue to support its operations.  Think about the each of the following opportunities:

- Revenue opportunities on the site of the PA
- Revenue opportunities off-site of the PA, including:
  - Local and national business donations and sponsorship
  - Individual donations
  - Grants and donor funding
  - Government funding
- Unique to the PA/organisation – revenue raising opportunities.  Perhaps there are other opportunities that may have revenue raising potential that are unique to the PAs circumstances.

List them on the below table, detailing what opportunities could be possible, why they are possible, how it would be done, and what the earning potential is:
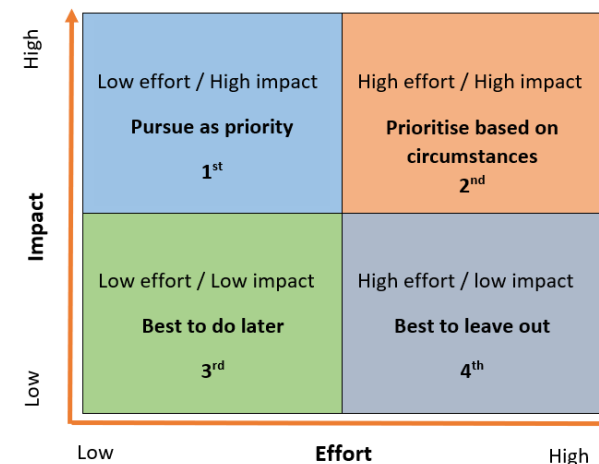


| Identified new revenue opportunity & details | What is required / needs to be done to seek out this revenue opportunity? | How would it be implemented / managed if it went ahead? | What is the revenue earning potential (low, medium, high) and benefits (reward) for pursuing? | Score of effort (complexity) (low, medium, high) | Score of impact (reward) (low, medium, high) | Cost / Benefit Matrix Score |
|---|---|---|---|---|---|---|
| *e.g.* *GEF small grant application – for ABC project focused on XYZ* | *1. Review criteria & speak with UNDP* *2. Complete application* *3. Submit* | *Existing rangers to implement project.* *Overseen by head ranger.* *Accounts to support/do all acquitting.* | *1. Would enable the ABC project to go ahead. Value amount to our organisation considered very high.* | *Medium - Low* | *Very high* | |
| | | | | | | |

## Activity 13.  Listing expenses

This activity follows from the content in Part 2, Section 6, Financial Plan, Expenses (money out) to assist in considering what kinds of expenses the organisation and PA are likely to occur.  If this has not been done before, it can be good to do it over a number of weeks as more expenses will emerge that may not have written down in the original list.

Consider:

- What regular expenses will the organisation have to operate (e.g., wages, phone, water, fuel, electricity, stationary, etc)?
- What projects does the organisation wish to implement as part of the BP that have expenses associated with them?

Once all the expenses have been identified, it is also important to consider when is the expense likely to occur?  Will to be the same amount every month?  Is it a one-off payment and if so, when will it occur, or does the expense vary based on the time of the year?  Following the table is a list showing common expense items.  This is not an exhaustive list but may assist in the process.

| Expense name | Details of the expense | How often is the expense going to occur (every day, week, month?, is it a one-off, is there certain times/dates?) specify | How much is the expense likely to cost? (specify if this is the total cost or per bill cost) |
|---|---|---|---|
| e.g. Stationary | Supply x2 office staff with necessary pens, paper, etc to do their roll. | Once a month there will be a stationary top-up. | K20 per month |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

List of common expenses:

+ Staffing costs:
  + Payroll (wages, O/T, Recreational Leave, Long Service Leave, sick leave)
  + Medical allowances
  + bonuses
  + Superannuation
  + Training
  + Uniforms & supplies
  + Recruitment / job adverting
  + Workplace Heath & Safety (safety equipment)
  + Staff rental allowances / expenses
  + Staff meals / lunches

+ Administration costs
  + Printing, Photocopying, Stationery
  + Office running costs: Utilities electricity, water, telephone, fax (generator fuel)
  + Vehicle running costs: Fuel, registrations, vehicle monitoring
  + Repairs & maintenance - buildings & generators, vehicles, equipment
  + Repairs & maintenance - roads
  + General Cleaning
  + Bank fees / charges
  + Accounting and auditing fees
  + Insurance
  + Board / Committee Fes
  + Depreciation
  + Licenses & permits
  + Other Administration expenses

+ Costs of community workshops
+ Contractors / consultants
+ Memberships
+ Travel & accommodation
+ Freight
+ IT expenses (virus protection, maintenance)
+ Site Management (pest/weed control, repairs & maintenance)
+ Security Expenses
+ Project costs: (specify according to project)

+ Marketing costs
+ Advertising
+ Printing – marketing materials
+ Website / social media costs
+ Research
+ Operational costs (equipment, travel, field costs)
+ Education / awareness (printing / resource costs)
+ Other expenses

## Activity 14. Defining your Marketing Goals

This activity supports the detailed content in *Part 2, Section 7, Marketing Plan, Setting Marketing Goals*. Use the table below to write down the aims and goals the organisation wishes to achieve through creating a Marketing Plan. Use the SMART Goal to assist.

| | Specific | Measurable | Achievable | Relevant | Time Frame |
|---|---|---|---|---|---|
| **Goal** | *What do you want to achieve?* *Who needs to be involved to accomplish?* *When do you want to finish the goal?* *Why should you achieve this goal?* | How can you measure progress and know if you are achieving the goal and when you have successfully met the goal? | Are you capable of achieving the goal? Do you have the needed skills? What do you need &/or how could you get the skills? | Why should you achieve this goal? What is the impact? How will it improve the organisation & PA? | How long do you think this will take? When would you like to start & end within the BP timeline? How likely will the goal be achieved in this time frame? |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

# Activity 15.  Identifying target market segments and the marketing mix for each

This activity is designed to help outline each of the market segments that need to be targeted to achieve the marketing goals as well as conducting a marketing mix on each to determine how best to target each segment.  This activity supports the detailed content in Part 2, Section 7, Marketing Plan, Identifying the Target Market Segments.

Refer to Activity 3, where all the potential stakeholders were listed that may impact on the PA and organisation.  In this activity, a Stakeholder impact/influence matrix was also performen.  Using the scores given to each stakeholder, list each stakeholder below in order from the highest matrix score, "*Manage closely*" (high interest/ high power/influence), then list those in "*Keep Satisfied*" (low interest / high power/influence), followed by "*Keep Informed*" (high interest / low power/influence), and lastly "*Monitor*" (low interest / low power/influence).

For each identified stakeholder, what goals listed in Activity 14 (Marketing goals) might be relevant to them?  Write this into the second column.

Lastly perform a marketing mix for each of the stakeholders.  This about what products and services they would be interested in and what products and services the PA and organisation wish to promote to them.  Consider what price each stakeholder would be prepared to pay for the particular product (what value do they place on it).  Look at the Promotion of the product to the stakeholder.  What communication types would work best for them.  With place, consider where they are and how best to reach them and for them to reach you.

Complete the table below, creating more lines for stakeholders as required.

| | | Marketing Mix | | | |
|---|---|---|---|---|---|
| **List of Stakeholders** (target market segments) (Activity 3). List stakeholders in order from 1) Manage closely, 2) Keep satisfied, 3) Keep informed, 4) Monitor | **List each marketing goal/s** from Activity 14, which is relevant & apply to the stakeholder | **Product** *(what products & services do you want to promote to the stakeholder?) How does this product/service need to be presented?* | **Price** (what price do you think the stakeholder will pay?) | **Promotion** (what communication strategies will work best for this stakeholder? How would they expect to hear from you and what promotion would they expect from you?) | **Place** (how will you reach the stakeholder, get the product or services to them? |
| *e.g., local businesses near PA* | • *Goal 2 – strengthen communication with stakeholders* <br> • *Goal 7 – obtain more sponsors by increasing awareness of needs* | • *The PA (in general)– need to know that it is important* <br> • *Team building games opportunity for staff at PA* <br> • *Seedlings. Either to on-sell of improve their gardens* | • *Possible donation to the PA (in general) < K3,000* <br> • *Team building games – K10pp* <br><br> • *K3p seedling.  Up to <K1,000 for gardening works at business* | • *Direct marketing of the PA & its benefits, if sponsorship secured – active social media shout outs, & mainstream media* <br> • *Brochure on plant seedlings available & gardening services* | • *Local-based so easy to get them to site,* <br> • *Will also meet in person to communicate* |

| | | Marketing Mix | | | |
|---|---|---|---|---|---|
| **List of Stakeholders** (target market segments) (Activity 3). List stakeholders in order from 1) Manage closely, 2) Keep satisfied, 3) Keep informed, 4) Monitor | **List each marketing goal/s** Which goals Activity 14, are relevant & apply to the stakeholder | **Product** *(what products & services do you want to promote to the stakeholder?) How does this product/service need to be presented?* | **Price** (what price do you think the stakeholder will pay?) | **Promotion** (what communication strategies will work best for this stakeholder? How would they expect to hear from you and what promotion would they expect from you?) | **Place** (how will you reach the stakeholder, get the product or services to them? |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

## Activity 16.  Current marketing activities & SWOC of activities

This activity supports the detailed content in *Part 2, Section 7, Marketing Plan, Developing the Marketing Strategy*.  List all the current marketing activities that is used by the organisation to promote the product and services of the PA to encourage more engagement by stakeholders

**Current Marketing Activities**

| | |
|---|---|
| • | • |
| • | • |
| • | • |
| • | • |
| • | • |
| • | • |
| • | • |

Perform a SWOC on the current marketing activities and practises identified

**Current Marketing SWOC Analysis**

| STRENGTHS | WEAKNESSES |
|---|---|
| •<br>•<br>•<br>•<br>•<br>•<br>•<br>• | •<br>•<br>•<br>•<br>•<br>•<br>•<br>• |
| OPPORTUNITIES | CHALLENGES |
| •<br>•<br>•<br>•<br>•<br>•<br>•<br>• | •<br>•<br>•<br>•<br>•<br>•<br>•<br>• |

## Activity 17.  Developing an Action Plan

This activity supports the detailed content in Part 2, Section 8, Action Plan, and is aimed at considering one main goal or objective of the BP and to record this within an Action Plan.

To achieve the major goal, there may be a number of mini-projects that the organisation will implemented that will all lead to achieving this goal.

Below, list a main objective/goal and then

Key Objective/Goal –

| Priorities/tasks for completion | | Timeframe | Person responsible | Resources needed |
|---|---|---|---|---|
| 1. | Key task 1 – | | | |
| 1.1 | (Individual step 1) | | | |
| 1.2 | (individual step 2) …cont to last step | | | |
| 1.3 | | | | |
| 1.4 | | | | |
| 1.5 | | | | |
| 1.6 | | | | |
| | | | | |
| 2. | (Key task 2 – | | | |
| 2.1 | | | | |
| 2.2 | | | | |
| 2.3 | | | | |
| 2.4 | | | | |
| 2.5 | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

# Protected Area Business Plan Examples

## Example 1: An Executive Summary

Source:  WWF Mediterranean Programme, 2010. *Financial Strategy and Business Plan: Sečovlhe Salina Nature Park, Slovenia*, https://www.yumpu.com/en/document/view/17023809/secovlje-salina-nature-park-business-plan-wwf

---

### Executive Summary

**Executive Summary**

The Sečovlje Salina Nature Park (SSNP) covers 6.5 km$^2$ (of which 0.98 km$^2$ dry land). It is part of the Piran Salinas (salt flat lands) which comprise the still active Strunjan Salina and abandoned Lucija Salina. It is situated on the Adriatic coast, at the mouth of the Dragonja River in the southernmost stretch of the coastline of the Piran Bay. The area has been designated a Nature Park by the Government of Slovenia in 2001. The Sečovlje salt flats are the northernmost salt flats of the Mediterranean. The salt is produced in the traditional way, based on a 700-year-old method that harmonizes man and nature. Over the centuries, a unique habitat has formed for halophytic plants and animals and migrating birds. The cultural heritage, which reflects centuries of work by salt makers, is very rich. There are no human settlements in the park.

The long-term conservation objectives of the SSNP aim at protecting the rich natural biodiversity of the Salinas and the preservation of the cultural heritage of the coastal landscape of the Slovene Istria. The management plan of the SSNP includes five core programs:

i)    Conservation and protection
ii)   Valuation and public awareness
iii)  Contribution to the sustainable use and benefits
iv)   Operations and maintenance, and
v)    Effective management and administration

Although SSNP's current funding is sufficient to carry out basic conservation operations based in above indicated programs, the parks still requires additional funding to reach the optimal conservation level. To address this critical issue, a business plan (BP) was completed in May 2010. The BP includes a detailed analysis of the park's income, expenses and financial gaps (by programs) and a selection of financial mechanisms to fill the identified gaps.

During the business planning process, a number of barriers to improve the financial sustainability of the Park were identified: these are related to funding gaps, shortfalls in the legal and regulatory framework governing nature parks finance, institutional aspects and leadership. Nevertheless, the SSNP is making significant progress towards the elimination of such barriers. The barriers are discussed in Section 3.

SSNP's annual income is estimated at €1,010,440 and the total estimated needs are: €965,469 per year for the basic conservation scenario and €1,414,864 per year for the optimal conservation scenario. Mobitel, a phone company, is the most important source of funding, providing €357,421 per year. Although the SSNP meets the funding levels for the basic conservation level (the current annual surplus is estimated at €44,970), the financial analysis revealed that the aggregate financial gap for the optimal

level is €404,427 per year. This gap is significant as it represents 29% of what is needed for achieving optimal conservation in the SSNP.

The financial strategies for the SSNP have been selected with the purpose of filling the financial gaps and creating an optimal funding scenario for the park. However, it is recognized that the full implementation of the selected strategies requires, in some cases, significant regulatory reform, and this can take time. Therefore, it is anticipated that the implementation of the business plan will be progressive and that the business plan will be updated annually.

Market and non-market based financial revenue options and cost-saving strategies have been selected to fill the existing financial gap of the SSNP. It is estimated that the selected mechanisms, in an optimal situation, could mobilize over €500.000 annually, and that income will continue to grow over time. It is also expected that-with this support-the SSNP will be on track to achieving financial sustainability within the next 5 to 7 years.

**Market-based mechanisms**

The BP will promote three types of market-based mechanisms: an improved park entry fee system, concession fees and an off-site mechanism based on royalties from the sale of biodiversity-related postal stamps (through a proposed partnership with Pošta Slovenije).

The SSNP will introduce a new tourism management strategy that will take into consideration the carrying capacity of the park. It is estimated that revenue from tourism can be increased by: i) improving the entry pass systems though the introduction of a smart card to improve sales and revenue collection (increasing the numbers of visitors paying the fee), and ii) introducing a strategy to manage visitation during peak seasons and improve services.

Further, three **concession opportunities** will be assessed: a) A mud-bath spa concession to a local hotel in Portorož, b) An accommodation (bed & breakfast) facility in rehabilitated historical buildings, and c) A camping and parking facility.

Taking the opportunity of 2010 being the International Year of Biodiversity, the **issuing of a stamp series** is proposed. In partnership with Pošta Slovenije, the stamp will combine this special occasion and a charitable purpose and could be available throughout 2010-2011.

**Non-market based mechanisms**

In addition to the above-mentioned market-based mechanisms, the BP will promote four non-market based options. First, **tax deductable donations** linked to a **Corporate Green Seal**. This mechanism will be based on Slovenia's Corporate Tax Law and several public-private partnerships that will attract corporate sector donations to support conservation.

Second, a **Nature Parks Trust Fund (NPTF)** managed by an existing private financial institution (to be determined). It is expected that the proposed fund will support, in its pilot phase, an initial cluster of parks (3-4 selected parks) including the SSNP. The Fund may include three different types of funds:

endowment fund, sinking fund, and a revolving fund; or a combination of these. It is also proposed that the NPTF is established once two or more capitalization mechanisms are available to support an endowment fund.

Third, the BP proposes the assessment of opportunities to create **green-venture capital**. This may include an investment fund managed by the NPTF which will provide support for small- and medium-sized businesses that contribute to economic development in local communities around protected areas. To this end, in addition to seeking public and private sector grants, this strategy will explore the mobilization of capital from mechanisms linked to the "Polluter-pays" and "Sinner-pays" principles.

Fourth, **spare currency donation boxes**. This is a relatively inexpensive mechanism that could generate significant revenue during the tourism season in the Piran and Portorož areas. Donation boxes can be placed in strategic places such as banks, shopping centers, hotels and restaurants, shop chains (including the Piranske Soline Gift Shops in SSNP, Portorož, Piran and Ljubljana), bus stations, tourism information bureaus and airports.

**Cost-saving strategies**

In addition to financial mechanisms, the BP will promote cost-saving strategies to reduce costs in both services provision functions and conservation programs. These include the following strategies:

**Green labor month**. Although it is recognized that students should have access to protected areas free of charge, it is important to identify indirect financial mechanisms to ensure that the costs of the significant number of student visits are fully covered so that current and future generations of students can continue to enjoy the services and safety provided. This initiative will be designed in collaboration with the Ministry of Education of Slovenia to strengthen students' awareness of biodiversity conservation, cultural heritage and to mobilize funding for supporting conservation in protected areas. Students will be assigned the sale of park entry tickets during a period of 3 to 4 weeks at the beginning of the spring season. Students will receive compensation (in free park passes) according to the number of passes sold.

**Business Planning Partnership**. Led by SSNP, a strategic partnership to develop the business planning capacities in the network of protected areas (PA) in Slovenia will be assessed. Potential partners include the MoESP of Slovenia, the Business School of the University of Ljubljana, UN Global Compact-Slovenia, IEDC-Bled School of Management and WWF. The core element of the strategy is to create a MBA volunteer program at national or EU level to support the formulation and implementation of protected area business plans. To this end, advanced MBA students will be located at Ad-hoc Business Planning Units in selected nature park to support the implementation of business plans and provide innovative business advice to park teams.

Other cost-reduction opportunities related to improving management and administration of the SSNP will be tested. For example, volume purchases, extending the useful life of goods and equipment (emphasis on preventive maintenance), balance staff time: full time, part time, consultants and

volunteers, analysis of savings in main expenditure items and strategic adjustments in programs and activities.

The above indicated market and non-market based mechanisms and cost savings will support the SSNP's most important areas for investment in the next five to ten years. These areas include the reconstruction of the embankment and sea defense walls, construction of the new visitor's infrastructure and interpretation center, and the progressive establishment of a business development unit to support the implementation of the business plan.

**Contribution to the local economy**

SSNP is becoming a very important source of jobs for the local community. No less than 70 jobs are expected to be offered in the areas of park management and salt production by the end of the year 2010 (at present more than 50 employees). Other opportunities for generating income for the local community (related to transport, part-time jobs in the park, guides, local products, accommodation, etc.) have not been assessed, but are expected to be significant. The park's cooperation with local communities includes tourism activities and the provision of interpretation services to local schools.

Finally, a new communications strategy will be proposed in collaboration with the MoESP, the Ministry of Tourism, the Regional Tourism Bureaus in Primorska and Notranjska Regions and the Slovene Tourism Organization. The strategy will include nature parks and other attractions in the region. It will serve not only to promote the parks, but to strengthen inter-institutional and inter-park collaboration.

**BP cost**

The eventual cost of implementing the Business Plan is estimated at 179,000 Euros. It is recommended that the implementation of the BP is carried out using a phase-based approach to distribute costs throughout implementation, and to be able to use funding generated by new financial mechanisms to support the implementation of the BP. However, it is critical that seed funding is mobilized for the initial implementation phase.

# Example 2: Organisational Description, Profile, Vision, Mission, SWOC and Maps

## About Us

### Vision
The Tree Kangaroo Conservation Program envisions a sustainable, healthy, and resilient Huon Peninsula landscape which supports the area's unique biodiversity, human communities, and culture.

### Mission
The Tree Kangaroo Conservation Program fosters wildlife and habitat conservation and supports local community livelihoods in Papua New Guinea through global partnerships, land protection, and scientific research.

### Three Organizations, One Common Vision

The **Tree Kangaroo Conservation Program (TKCP)** is the umbrella name for the partnership between Woodland Park Zoo's TKCP and TKCP-PNG.

**TREE KANGAROO CONSERVATION PROGRAM – PAPUA NEW GUINEA (TKCP-PNG)**

An independent non-governmental organization registered in PNG. TKCP-PNG is the implementing partner of TKCP. Based in Lae, PNG.

**WOODLAND PARK ZOO'S TREE KANGAROO CONSERVATION PROGRAM (TKCP)**

Woodland Park Zoo's TKCP serves as a model for the "living landscape" approach to conservation among the zoo's Signature wildlife conservation programs. Based in Seattle, Washington, USA.

**YUS CONSERVATION ORGANIZATION (YUS CO)**

To ensure local ownership and continued community support of our work, TKCP partners with the community-based YUS Conservation Organization which represents the interests of local landowners and their communities. Based in YUS, PNG.

### International Partnerships for the Protection of Tree Kangaroos

**Species Survival Plan** — TKCP is the designated field program for the Association of Zoos & Aquariums Tree Kangaroo Species Survival Plan (AZA TK-SSP). Species Survival Plan programs focus on animals in danger of going extinct in the wild, using breeding in zoos as one approach to help the species survive and to link AZA institutions to field conservation work.

**WAZA | United for Conservation** — TKCP is supported by zoological institutions throughout the globe which are working together for the conservation of tree kangaroos. Through the World Association of Zoos and Aquariums (WAZA) and its affiliate zoological associations, the international tree kangaroo partnership network promotes greater integration and a more holistic approach to protecting tree kangaroo species.

## History

### Building a Model for Community-based Conservation in Papua New Guinea

The Tree Kangaroo Conservation Program (TKCP) is Woodland Park Zoo's flagship international conservation program, focused on conserving the endangered Matschie's tree kangaroo (Dendrolagus matschiei) and the habitat in which it lives. From its beginnings in 1996 to determine the status of the Matschie's tree kangaroo in the wild, TKCP has evolved into a holistic program supporting habitat protection for a wide range of threatened species, as well as initiatives to enhance local community livelihoods and access to government services. TKCP is the umbrella name for the partnership between WPZ's TKCP and TKCP-PNG, the locally-registered nongovernmental organization in Papua New Guinea.

Over the course of more than 20 years, the program has grown from its mountainous roots to embrace a broad landscape encompassing marine and coastal reef ecosystems, lowland and montane rain forests, alpine grasslands, and the agricultural areas and settlements belonging to more than 50 villages within the Yopno, Uruwa, and Som (YUS) watershed areas on the Huon Peninsula.

Together with the local landowners in YUS, the PNG government, Conservation International, Lifeweb Initiative, and many other supporters, TKCP helped to establish the country's first nationally-protected Conservation Area in 2009. The 187,000-acre YUS Conservation Area is the first protected area of its type in PNG –providing protection at the landscape scale, wholly owned by local people, and with the support of the PNG government for long-term protection.

Under PNG's customary land tenure system in which local people own and control over 90% of the land, long-term habitat protection relies on the commitment and participation of the local communities who depend on the forest's products and services. Together with local landowners and communities, TKCP partners with the PNG government, conservation biologists, social scientists, universities, research institutions, and other NGOs to build local capacity for the sustainable management of the YUS Conservation Area (YUS CA) and the surrounding landscape. Through these efforts, TKCP strives to create a healthy landscape for humans, wildlife, and the environment.

Through these partnerships, local residents build a strong connection between their commitment to conservation in YUS with better opportunities for their families and communities. With more than two decades of effort and experience, TKCP continues to shape the concept of conservation for the country, setting a benchmark to which other national protected areas can aspire.

Source: Tree Kangaroo Conservation Program, Annual Report (2018). pg. 2-3. https://www.zoo.org/document.doc?id=2537

# Bird's Head Seascape, Indonesia

## Bird's Head Seascape by the numbers

- 22.5 million ha in the Seascape
- 14% of global mangrove area
- 75% of Earth's hard coral species
- 1750+ species of reef fish
- 3.6 million ha of MPAs
- 760,000 people
- 500,000+ people protected from storms
- 40% of people live in poverty
- 75% of people rely on fish
- 30% annual growth in tourism
- 33% of local GDP from fisheries
- ~3.5 million tons of $CO_2$ sequestered/yr



Source: Rylance, A. (2017). *Business Planning Workshop*, PowerPoint slides. Outer Island Project and Protected Area Finance Project, GOS-UNDP-GEF, delivered 5 September, 2017

## YOPNO-URUWA-SOM LANDSCAPE MAP
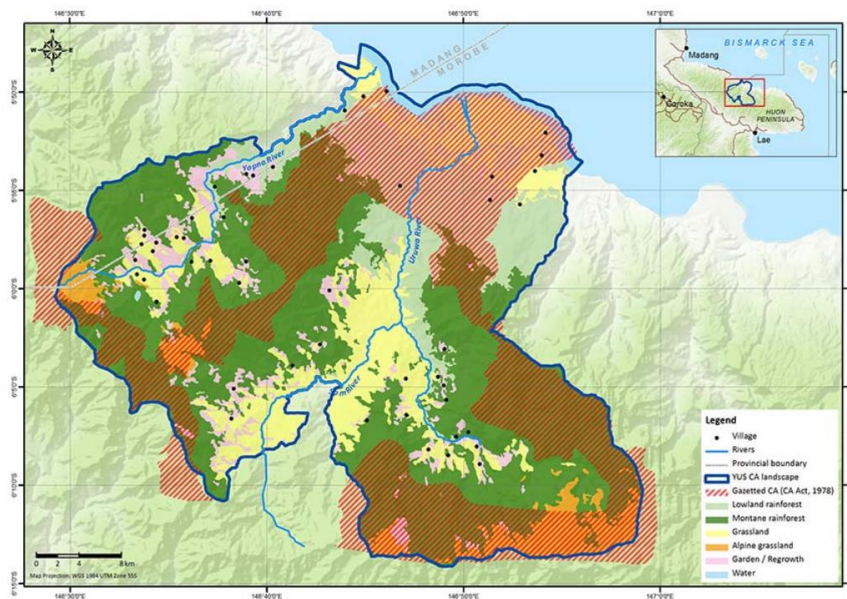


*Map of the Yopno-Uruwa-Som Landscape highlighting the gazetted YUS Conservation Area as well as the area's land cover and villages. Map created by TKCP Conservation Strategies Manager Karau Kuna.*

Source: Tree Kangaroo Conservation Program. https://www.zoo.org/tkcp/location

---

**APPENDIX 10.6**

### SWOC Analysis – Seychelles Islands Foundation

| Internal Forces | External Forces |
|---|---|
| **Strengths** | **Opportunities** |
| <ul><li>Two very good products: Vallee de Mai known globally by tourists and Aldabra globally known by scientists/ conservation/environmentalist</li><li>Large market share of Seychelles tourist at Vallee de Mai</li><li>Good relationship with government and NGO's: Good international contacts, e.g. Shell, Smithsonian, Royal Society</li><li>Good reputation internationally</li><li>Work force has a balanced skill set and an expert in the key locations of Aldabra and Vallee de Mai</li><li>Good employee – good first appeal and good remuneration</li><li>Currently financially viable – in the 'black'. Have Foreign Exchange account</li><li>Small, flexible and autonomous</li><li>Accepting of change and new technology</li></ul> | <ul><li>Increase revenue from tourists who visit Vallee de Mai by selling merchandising, food, etc</li><li>Networking/co-operation with other organizations, e.g. exchange programme</li><li>Large potential global funding opportunities, e.g. EU, World Bank, Private sector</li><li>Large market of scientists/environmentalists/education visits that could increase revenue by fees, selling research, grants. (This applies for Aldabra and Vallee de Mai)</li><li>Improve HR skill base through training</li><li>Chance to reduce costs (e.g. communication: V sat, exchange)</li><li>Extend World Heritage site territory with local/regional org.</li><li>Increase revenue from tourists who visit Aldabra by selling merchandising, food, ect</li><li>Increase revenue from online sales and fundraising campaigns</li><li>Obtain revenue from global community or general visitors to Seychelles</li></ul> |
| **Weaknesses** | **Challenges** |
| <ul><li>Only one main revenue stream: Heavy subsidy to Aldabra which is a large cost centre</li><li>Operations not efficient or optimal: inventory management, selling/marketing skills, procurement</li><li>Lack of Key Performance Indicators (KPI's), targets and assessments for SIF and individuals (work plan)</li><li>No business/marketing plan: no objective structure for long term. Skills important aspect</li><li>Little experience in budgeting or budget vs actual tracking</li><li>Do not have control of logistics to Aldabra as 3rd operates boat</li><li>No experience in project proposal writing for funding</li><li>Small: Lack of resources to exploit opportunities</li><li>No human resources policy</li><li>Lack of office space</li></ul> | <ul><li>Tourism reducing in the Seychelles</li><li>Competition from Fon Ferdinand</li><li>Natural disasters (e.g. fire, global warming, cyclone)</li><li>Negative government intervention and change, e.g. lease arrangement, splitting two sites</li><li>Boat logistics supplier outsources or closes</li><li>Damage relationship with Preslin population</li><li>Poaching increases at both sites</li></ul> |

Source: Business Planning for Natural World Heritage Sites. UNESCO. (2008) pg.122
https://whc.unesco.org/en/businessplanningtoolkit/

# Example 3: PEST Analysis

Two examples are provided of a PEST analysis.

Source:  Patry, M. (2008) *Business Planning for Natural World Heritage Sites.* UNESCO World Heritage Centre, pg.136, 138.

**Seychelles Island Foundation PEST Analysis**

| Factor | Examples | Own business |
|---|---|---|
| Political | Taxation policy Environmental protection laws Government stability | Favourable tax conditions for SIF: exempted from paying trade tax on imports; duty free fuel; no business tax Favourable environmental laws backed by political commitment Seychelles has political stability |
| Economic | GDP trends Unemployment Business cycles | Seychelles has a high per capita income # USD8,000 Low unemployment Seychelles has an expanding economy Seychelles has forex shortage |
| Social | Population demographics Lifestyle changes Levels of education Social mobility | Fairly young population Enjoys good lifestyles adapted to western countries More than 90% literacy rate Seychellois travels a lot to different countries for holidays and shopping |
| Technological | New technologies Industry focus on technological effort Speed of technology transfer | Adapts well to new technology Industries applies technology very quickly Technology is easily accepted and applied |

**Tubbataha PEST analysis (Philippines)**

| Factor | Examples | Own business |
|---|---|---|
| Political | o Taxation policy o Environmental protection laws o Government stability | o Political stability : Philippines generally stable but corruption rife, Palawan seen as peaceful and highly environmentally conscious o Unrest in Mindanao/Sulu has given rise to travel advisories o Numerous environmental laws but unenforced o Tax laws poorly enforced, taxes and duties variable and subject to individual interpretation |
| Economic | o GDP trends o Unemployment o Business cycles | o Philippines has an expanding economy o Large discrepancy in per capita incomes between rich and poor (average : $  ) o High unemployment and underemployment o Economy tied to US$ o Local economy (Palawan) fisheries based |
| Social | o Population demographics o Lifestyle changes o Levels of education o Social mobility | o Fairly young population o Local Palawan population largely migrant o Filipinos resilient to misfortune o More than 90% literacy rate, English commonly spoken |
| Technological | o New technologies o Industry focus on technological effort o Speed of technology transfer | o People adapt well and quickly to new technology o Industries applies technology very quickly o Technology is easily accepted and applied when affordable |

# Example 4: Customer Profile

Source:  Patry, M. (2008) *Business Planning for Natural World Heritage Sites.* UNESCO World Heritage Centre, pg.140

**Seychelles Island Foundation Customer Profile**

| CUSTOMER TYPE (OR NAME): Visiting tourist to Vallee De Mai and Aldabra | | |
|---|---|---|
| **Factor** | **Examples** | **Please provide a brief description of key client characteristics** |
| **Demographics** | Age<br>Sex<br>Marital Status<br>Education<br>Profession | Average age 30 to 50 years (VDM)<br>Average age 40 to 65 years (Aldabra)<br>Large % are couples and family groups<br>Most are fairly educated on the environment<br>Mostly western Europeans (VDM)<br>Mostly Americans and western Europeans (Aldabra) |
| **Economic Factors** | High-Medium-Low<br>Income<br>Personal Debt<br>Taxes<br>Savings Tendency | Most come from medium to high income bracket<br>Occasionally some are rich personalities (Aldabra) |
| **Consumer Adoption Process** | Please identify category:<br>Innovators<br>Early Adaptors<br>Early Majority<br>Late majority<br>Laggards | Most want to visit VDM on their first to Seychelles |
| **Psychographics** | Customer demand<br>Lifestyle<br>Motives<br>Interests | Most are motivated by need to visit renowned tourist site<br>Some are nature enthusiasts |

## Example 5: HR Organisational Charts



Chumbe Island Organogram

**Advisory Committee**
Village, government and university representatives

**CHICOP Ltd.**

**Resource Protection**
Coordinator and Rangers

**Visitor Experience and Enjoyment**
Education and tourism staff

**Facilities, Operations and Maintenance**
Ecolodge manager and support staff

**Administration**
Administration staff

Source:  Rylance, A. (2017). *Business Planning Workshop*, PowerPoint slides. Outer Island Project and Protected Area Finance Project, GOS-UNDP-GEF, delivered 5 September, 2017



**Virachey National Park, Cambodia**

PARK DIRECTOR

INFORMATION SYSTEM MANAGER

PARK DIRECTOR SECRETARY

WARDEN PARK PROTECTION

WARDEN TOURISM

WARDEN COMMUNITY DEVELOPMENT

ADMINISTRATOR

CHIEFS OF RANGER STATIONS

INFORMATION AND EDUCATION OFFICER

PA ACCOUNTANT

RANGERS PARK PROTECTION

TOURISM RANGERS

COMMUNITY EDUCATOR

COMMUNITY DEVELOPMENT FACILITATORS

PA CLERKS

CLEANERS - RANGER STATIONS

GUARDS

DRIVERS

HQ CLEANER

Source:  Rylance, A. (2017). *Business Planning Workshop*, PowerPoint slides. Outer Island Project and Protected Area Finance Project, GOS-UNDP-GEF, delivered 5 September, 2017

## Tree Kangaroo Conservation Program – Papua New Guinea - Organizational Chart (2021)

**Legend:**
- Fully funded by YUS Endowment
- Partially funded by YUS Endowment
- Funded by Grants & Contributions

- TKCP-PNG Board of Directors
  - TKCP Associate Director, PNG
    - Administrative Coordinator
    - Finance Coordinator
    - Conservation Officers (6)
    - Protected Area Coordinator
      - Community Conservation Coordinator
      - Mapping Officers (2)
      - YUS CA Rangers (18)
    - Research & Monitoring Coordinator
    - Community Development & Resilience Manager
      - Education & Leadership Coordinator
      - One Health Coordinator (contingent on funding)
      - YUS CBO Coordinator
      - Livelihoods Coordinator
      - Cooperative Operations Coordinator
    - Collaboration & Training Manager (USAID)
      - Communications Officer (USAID)

Source: Tree Kangaroo Conservation Program (2021). *TKCP Org Chart updated 2021*. Unpublished internal organisational document.

## Tenkile Conservation Alliance Organisational Chart

- Chief Executive Officer (CEO)
- TCA BOARD (Influential, Impartial) 7 on PNG Board, 5 on Aust Board
- Advisory Committee (Represent 8 teams A-G) 14 people total
- Chief Operating Officer (COO)
- Executive Director x 1
- TCA Base Manager x 1
- Project Managers (Tenkile and Weimang villages) x 2
- Project Officers (2 per team A-G) x 14
- Lumi Support Staff (cooks, security, maintenance, builders, casual labourers)
- TCA Reps (2 per village) x 86
- TCA Research Officer x 16 (2 per team A-G) (Lead all Research and field work)
- Casual Field Workers
- Rangers x 86 (2 per village conduct research and record data)
- Field Workers / Carriers (3 per village assist in field research)

**TCA Community Members**
(1 male and 1 female representative elected from the community membership for each village. These members are to act on behalf of the village for a term of 5 years and liaise with TCA staff and organize all TCA activities at the village level.)

**Village Communities (Moratorium Villages/ Torricelli Mountain Range Conservation Area TMRCA)**
(20 Tenkile villages and 23 Weimang villages who agree to not hunt Tree Kangaroos on their land. They also agree to establish the Torricelli Mountain Range as a Conservation Area (TMRCA))

**Village Water and Sanitation Hygiene (WASH) Committee**
(Elected by the Community)

**Village Conservation Area Management (CAM) Committee**
(Elected by the Community)

Tenkile Conservation Alliance
*Saving Lives in PNG*

Source: Tenkile Conservation Alliance (2022). *Organisational Structure 2022.* Unpublished internal organisational document.

## Example 6: Staff profile

### Lisa Dabek, Ph.D.

*Program Director and Senior Conservation Scientist, Woodland Park Zoo, Seattle, Washington, U.S.A.*
Originally from New York City, Lisa started studying Matschie's tree kangaroos in 1987 as part of her graduate studies at the University of Washington. She originally studied the behavioral development, mother-young interactions, and then reproductive biology and behavior of female captive tree kangaroos at Woodland Park Zoo and the Smithsonian Institution National Zoo's Conservation and Research Center. Two key people at these institutions that introduced her to the world of tree kangaroos were Judie Steenberg and Larry Collins.

Lisa brought the zoo-based knowledge of Matschie's tree kangaroos to Papua New Guinea where no previous work had been done on this endangered species. She started the Tree Kangaroo Conservation Program in 1996 in collaboration with the people of YUS and is considered a leading expert on tree kangaroos.

### Trevor Holbrook

*Program Manager, Woodland Park Zoo, Seattle, Washington, U.S.A.*
Trevor joined the TKCP team in 2014. Trevor holds a BA in Business Administration from Western Washington University and an MA in International Relations from Webster University in Bangkok, Thailand, and spent several years managing long-term community development programs throughout Southeast Asia. Trevor brings his knowledge of strategic planning, organizational development, and program management to support the continued success of TKCP.

### Modi Pontio

*Associate Director, Lae, Papua New Guinea*
Profile information coming soon!

### Dono Ogate

*Conservation Officer, Uruwa Zone, Yus LLG, Papua New Guinea*
A YUS landowner from Towet and long-time believer in conservation, Dono joined TKCP in 2010. Dono has been a driver of YUS Conservation Coffee, promoting quality control measures and coordinating farm-level activities to ensure the coffee successfully reaches shelves in the US.

### Namo Yaoro

*Conservation Officer, Yopno Zone, Yus LLG, Papua New Guinea*
Namo has been a founding supporter of TKCP since its inception. Over the course of nearly 20 years, Namo has provided insight into community perspectives and culturally appropriate conservation measures. He also serves as a key link to partnerships with the Yus Local Level Government, serving as an elected Ward Councillor for Keweng Parish.

### Steven Fononge

*Conservation Officer, Som Zone, Yus LLG, Papua New Guinea*
Steven provides conservation awareness, community coordination, and support for monitoring activities across the Som Zone. Steven is a YUS landowner from Mumanrang.

### Matthew Tombe

*Conservation Officer, Yopno Zone, YUS LLG, Papua New Guinea*
A YUS landowner from Isan village, Matthew has worked as a mapping officer with TKCP since 2009. Matthew completed his high school education and has amassed years of technical experience in GPS technology, mapping, and conservation. Matthew works with landowners to identify and map YUS Conservation Area boundaries in both the Yopno and Som Zones.

Source:  Tree Kangaroo Conservation Program (2022). *Contact Us*. Viewed 16 May, 2022, <https://www.zoo.org/tkcp/contact>

# Example 7: Financial plan – a financial gap analysis

The below example provided a financial plan laid out to show what funding the organisation has available, what it requires (and needs) and as such, what is the gap in funding. A financial gap analysis is an excellent tool to highlight what extra funding is needed which can be also useful to donors and sponsors.

| Laughing Bird Caye National Park | AVAILABLE | | | | | | REQUIRED | | | | GAP | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | | | | Mission Critical | | Optimal State | | Mission Critical | | Optimal State | |
| FUNCTIONAL AREAS & PROGRAMS | Gov't | Int'l NGO | Local NGO | Revenue | TOTAL FTE | TOTAL Funds | FTE | Funds | FTE | Funds | FTE | Funds | FTE | Funds |
| **RESOURCE MANAGEMENT & PROTECTION** | | | | | | | | | | | | | | |
| Patrolling and Enforcement | - | 7,315 | - | 12,562 | 1.10 | 19,877 | 1.50 | 25,310 | 2.33 | 30,244 | 0.40 | 5,434 | 1.24 | 10,367 |
| Scientific Monitoring and Research | - | 35,445 | - | 5,911 | 1.48 | 41,356 | 1.91 | 61,737 | 2.68 | 87,460 | 0.82 | 20,380 | 1.59 | 46,104 |
| Wildlife Management and Habitat Restoration | - | - | - | - | 0.00 | - | - | - | - | - | - | - | - | - |
| Zoning and Boundaries | - | 356 | - | 681 | 0.06 | 1,037 | 0.15 | 5,740 | 0.26 | 9,649 | 0.09 | 4,703 | 0.20 | 8,612 |
| Wildland Fire Management | - | - | - | - | 0.00 | - | - | - | - | - | - | - | - | - |
| Cultural Resource Management | - | - | - | - | 0.00 | - | - | - | - | - | - | - | - | - |
| Subtotal | - | 43,115 | - | 19,154 | 2.63 | 62,270 | 3.56 | 92,787 | 5.28 | 127,353 | 1.32 | 30,518 | 3.04 | 65,083 |
| **TOURISM & RECREATION** | | | | | | | | | | | | | | |
| Visitor Safety and Protection | - | 1,721 | - | 5,050 | 0.41 | 6,771 | 0.33 | 5,888 | 0.40 | 7,486 | (0.07) | (883) | (0.01) | 715 |
| Recreation Fee Collection | - | 2,432 | - | 4,453 | 0.41 | 6,885 | 0.34 | 4,386 | 0.41 | 5,184 | (0.07) | (2,499) | 0.00 | (1,701) |
| Visitor Education and Interpretation | - | 4,334 | - | 5,206 | 0.50 | 9,540 | 0.42 | 11,063 | 0.58 | 16,308 | (0.08) | 1,523 | 0.08 | 6,769 |
| Concession and Recreation Special Uses | - | - | - | - | - | - | - | 5,460 | 1.40 | 22,838 | - | 5,460 | 1.40 | 22,838 |
| Subtotal | - | 8,486 | - | 14,709 | 1.31 | 23,196 | 1.09 | 26,797 | 2.79 | 51,817 | (0.22) | 3,601 | 1.48 | 28,621 |
| **COMMERCIAL & COMMODITY USES** | | | | | | | | | | | | | | |
| Fishing (Marine Resources) | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Timber and Forest Products | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Non-Renewable Resources | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Special Commercial Uses | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Subtotal | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **MANAGEMENT & ADMINISTRATION** | | | | | | | | | | | | | | |
| General Management and Administration | - | 16,587 | - | 682 | 0.28 | 17,270 | 0.68 | 14,385 | 0.68 | 16,385 | 0.40 | (2,884) | 0.40 | (884) |
| Financial Management and Administration | - | 16,035 | - | 193 | 0.13 | 16,228 | 0.40 | 14,485 | 0.40 | 16,035 | 0.27 | (1,743) | 0.27 | (193) |
| Planning | - | 12,678 | - | 872 | 0.23 | 13,550 | 0.21 | 15,115 | 0.21 | 17,315 | (0.02) | 1,565 | (0.02) | 3,765 |
| Partnership Relations | - | 13,251 | - | 898 | 0.24 | 14,150 | 0.64 | 34,712 | 1.08 | 66,816 | 0.40 | 20,563 | 0.84 | 52,666 |
| Information Technology | - | 4,945 | - | 157 | 0.08 | 5,102 | 0.28 | 9,997 | 0.60 | 30,161 | 0.20 | 4,895 | 0.53 | 25,060 |
| Subtotal | - | 63,496 | - | 2,802 | 0.96 | 66,299 | 2.21 | 88,694 | 2.97 | 146,712 | 1.25 | 22,395 | 2.02 | 80,413 |
| **COMMUNITY DEVELOPMENT & OUTREACH** | | | | | | | | | | | | | | |
| Formal Environmental Education | - | 7,603 | - | 388 | 0.29 | 7,991 | 1.71 | 104,216 | 1.87 | 106,166 | 1.42 | 96,225 | 1.58 | 98,175 |
| Public Outreach and Information | - | 21,134 | - | 436 | 0.18 | 21,570 | 0.43 | 13,741 | 0.57 | 24,485 | 0.25 | (7,828) | 0.39 | 2,915 |
| Alternative Livelihoods | - | 9,818 | - | 214 | 0.02 | 10,032 | 0.01 | 4,566 | 0.01 | 7,466 | (0.01) | (5,466) | (0.01) | (2,566) |
| Subtotal | - | 38,555 | - | 1,038 | 0.49 | 39,593 | 2.15 | 122,522 | 2.45 | 138,117 | 1.66 | 82,930 | 1.96 | 98,524 |
| **FACILITY OPERATIONS & MAINTENANCE** | | | | | | | | | | | | | | |
| Buildings, Grounds, and Utilities | - | 11,406 | - | 2,504 | 0.50 | 13,909 | 0.49 | 13,123 | 0.49 | 15,623 | (0.01) | (787) | (0.01) | 1,713 |
| Roads | - | - | - | - | 0.00 | - | - | - | - | - | - | - | - | - |
| Trails | - | 972 | - | 2,221 | 0.19 | 3,193 | 0.20 | 3,783 | 0.30 | 6,049 | 0.01 | 590 | 0.11 | 2,856 |
| Docking Facilities (Marine) | - | 631 | - | 1,097 | 0.10 | 1,728 | 0.15 | 3,219 | 0.18 | 4,168 | 0.05 | 1,492 | 0.08 | 2,440 |
| Transportation and Fleet | - | 9,340 | - | 855 | 0.08 | 10,195 | 0.09 | 8,580 | 0.10 | 9,237 | 0.01 | (1,616) | 0.03 | (958) |
| Campgrounds and Picnic Facilities | - | 666 | - | 1,228 | 0.11 | 1,894 | 0.03 | 2,079 | 0.05 | 2,808 | (0.08) | 185 | (0.05) | 914 |
| Subtotal | - | 23,014 | - | 7,904 | 0.98 | 30,919 | 0.96 | 30,783 | 1.13 | 37,884 | (0.02) | (136) | 0.15 | 6,966 |
| **Grand Total** | - | 176,667 | - | 45,608 | 6.38 | 222,276 | 9.97 | 361,584 | 14.62 | 501,883 | 3.99 | 139,308 | 8.64 | 279,607 |

Source: Laughing Bird Caye National Park: Business Plan 2005. http://www.nbsapforum.net/sites/default/files/BusinessPlanLBCNP_Belize.pdf

## Example 8: An Activity Plan

| National Park Management Plan Aim | National Park Management Policy and Reference | Delivery Actions | Target where applicable | Timescale | Lead Department |
|---|---|---|---|---|---|
| **4.6 Local Businesses** | | | | | |
| There will be a range of business and employment opportunities available which benefit local people and which draw upon and enhance the special qualities of the National Park<br><br>The high quality environment of the National Park will continue to contribute towards the attractiveness of the surrounding area as a place for investment | **B20**. Economic development will be supported where it is related to the special qualities of the National Park and the amount of allocated employment land will be increased<br><br>**B21**. The employment and training opportunities available to people in the National Park will be increased and maintained<br><br>**B23**. Modern and traditional skills will be developed within the workforce<br>**B24**. Opportunities for the productions and sale of good quality local food and products will be increased | Production of Whitby Business Park Area Action Plan (B20) | Consult on Draft Plan | By end of 2012 | Planning |
| | | ANPA Forum covering business interest will be established | Forum established | December 2012 | Corporate Service/Park Services |
| | | The Authority will continue to support economic development and employment and training opportunities through its Development Management function. This will be achieved through implementation of Development Policies 10 and 11 of the LDF (B20, B21) | | Ongoing | Planning |
| | | Various National Park Authority apprentice schemes (B23) (See also E9, E32 and E44) | | Ongoing | Park Services Corporate Services |

Source: North York Moors National Park Authority. 2012. *Business Plan 2012-2015.*
http://www.nbsapforum.net/sites/default/files/North%20York%20Moors%20Business-Plan-UK.pdf

# References and Further Reading

Athuraliya, A. 2022. *The Easy Guide to Process Mapping*. Creately.
https://creately.com/blog/diagrams/process-mapping-guide/ [Assessed 18 Sep, 2022]

Conservation Finance Guide. 2002. *'Business Planning for Protected Areas'*.
https://www.conservationfinance.info/business-planning-for-protected-areas

Dudley, N., and Stolton, S. 2009. *The Protected Areas Benefits Assessment Tool*. WWF

Flores, M., Rivero, G., Leon, F., Chan, G., et al., (2008). *Financial Planning for National Systems of Protected Areas: Guidelines and Early Lessons*. The Nature Conservancy, Arlington, Virginia, US.

Ivanić, K., Stolton, S., Figueroa Arango, C., et al. 2020 (updated). *The Protected Areas Benefits Assessment Tool*. IUCN

Koch, A., Liagre, L., Paino, B., et al. 2021. *Protected Area Finance and Investment Plan*. Natural Strategies and CEPA, PNG Government

Laughing Bird Caye National Park. 2005. "*Laughing Bird Caye National Park: Business Plan 2005*". Source: http://www.nbsapforum.net/sites/default/files/BusinessPlanLBCNP_Belize.pdf

Leonard, J., 2016. *The Four "P's" of Marketing: How Do They Apply in the Digital Age?* Bsuiness2Community. https://www.business2community.com/marketing/four-ps-marketing-apply-digital-age-01576860

LifeRich Publishing. 2022. '*The 5-step writing process: From Brainstorming to Publishing*' [online]. https://www.liferichpublishing.com/en/why-us/author-resources/the-5-step-writing-process [Accessed 12 Aug, 2022.]

MindTools. 2022. '*SMART Goals*' [online]. https://www.mindtools.com/a4wo118/smart-goals [Accessed 12 Aug, 2022.]

North York Moors National Park Authority. 2012. *Business Plan 2012-2015. Sourced: http://www.nbsapforum.net/sites/default/files/North%20York%20Moors%20Business-Plan-UK.pdf*

Patry, M. 2008. *Business Planning for Natural World Heritage Sites*, UNESCO World Heritage Centre. https://whc.unesco.org/en/businessplanningtoolkit/

Phillips, A. 2000. *Financing Protected Areas: Guidelines for Protected Area Managers*. World Commission on Protected Areas (WCPA) in collaboration with the Economics Unit of IUCN

Ruzzier, M., Žujo, J., Marinšek, M., and, Sosič, S. 2010. *Guidelines for the Preparation of Protected Areas Business Plan*. NATREG. http://www.nbsapforum.net/sites/default/files/Guidelines%2Bfor%2Bthe%2Bpreparation%2Bof%2Bprotected%2Bareas%2Bbusiness%2Bplan%2B.pdf

Rylance, A. 2017. *Business Planning Workshop*, PowerPoint slides. Outer Island Project and Protected Area Finance Project, GOS-UNDP-GEF, delivered 5 Sep, 2017

Sidle, J. Unknown. '*A Basic Guide to Protected Area Management Plans'*. SPREP https://www.sprep.org/attachments/Publications/BEM/management-plan-guidelines.pdf

Tenkile Conservation Alliance. 2022. *Organisational Structure 2022.* Unpublished internal organisational document.

Tree Kangaroo Conservation Program. 2018. *Annual Report*. pg. 2-3. https://www.zoo.org/document.doc?id=2537

Tree Kangaroo Conservation Program. Map. https://www.zoo.org/tkcp/location

Tree Kangaroo Conservation Program. 2021. *TKCP Org Chart updated 2021*. Unpublished internal organisational document

Tree Kangaroo Conservation Program. 2022. *Contact Us*. Viewed 16 May, 2022, https://www.zoo.org/tkcp/contact

WWF Mediterranean Programme. 2010. *Financial Strategy and Business Plan: Sečovlhe Salina Nature Park, Slovenia*, https://www.yumpu.com/en/document/view/17023809/secovlje-salina-nature-park-business-plan-wwf


## For Further Reading Protect Business Plan examples – NBSPA Forum

The NBSAP Forum is a global partnership aiming to support the revision and implementation of National Biodiversity Strategy and Action Plans (NBSAPs) and provides a wonderful source of resources and reference materials on a number of topics including Protected Areas, and copies of PA business plans produced by organisations across the world. Visit: http://www.nbsapforum.net/forum

A small sample of business plans available on this site are detailed below:

- http://www.nbsapforum.net/sites/default/files/Masoala%20NP%20Madagascar%20Business%20Plan.pdf
- http://www.nbsapforum.net/sites/default/files/BusinessPlanLBCNP_Belize.pdf
- http://www.nbsapforum.net/sites/default/files/Wadi%20el%20Rayan%20BP%20Egypt.pdf
- http://www.nbsapforum.net/sites/default/files/Virgin_Islands_Business_Plan_0.pdf
- http://www.nbsapforum.net/sites/default/files/North%20York%20Moors%20Business-Plan-UK.pdf