



# **Business Planning for Iran's Wetland Protected Areas**

- 2<sup>nd</sup> workshop -

**Quick review of the 1st workshop, the roadmap  
and objectives for the 2nd workshop**

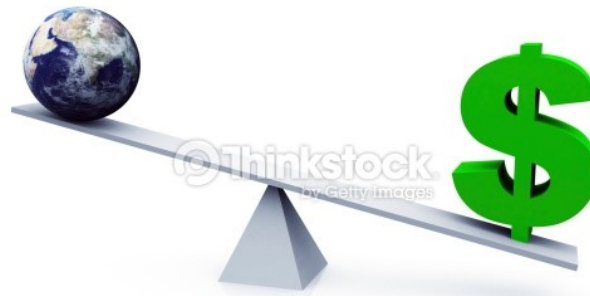
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**December 2016**

# **OBJECTIVES OF THE WORKSHOP**

1. To review the results of the baseline studies on WPA financial and management effectiveness.
2. To determine the key Objectives, Strategies Barriers and Results to improve WPA management effectiveness.
3. To confirm the methodology and process for preparing business plans to be followed by the pilot WPAs.

# Why Business Plans?

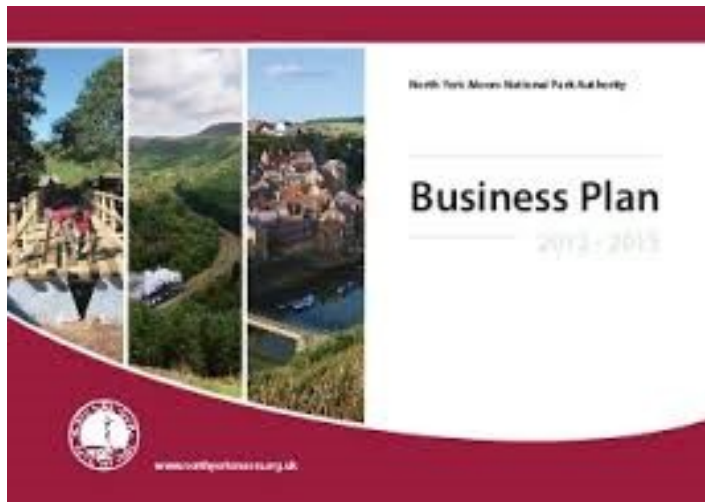
## ENVIRONMENT



## DEVELOPMENT



Increasing environmental professionalism!





# Business planning focuses on the most important resources for managing your protected area



Financial resources



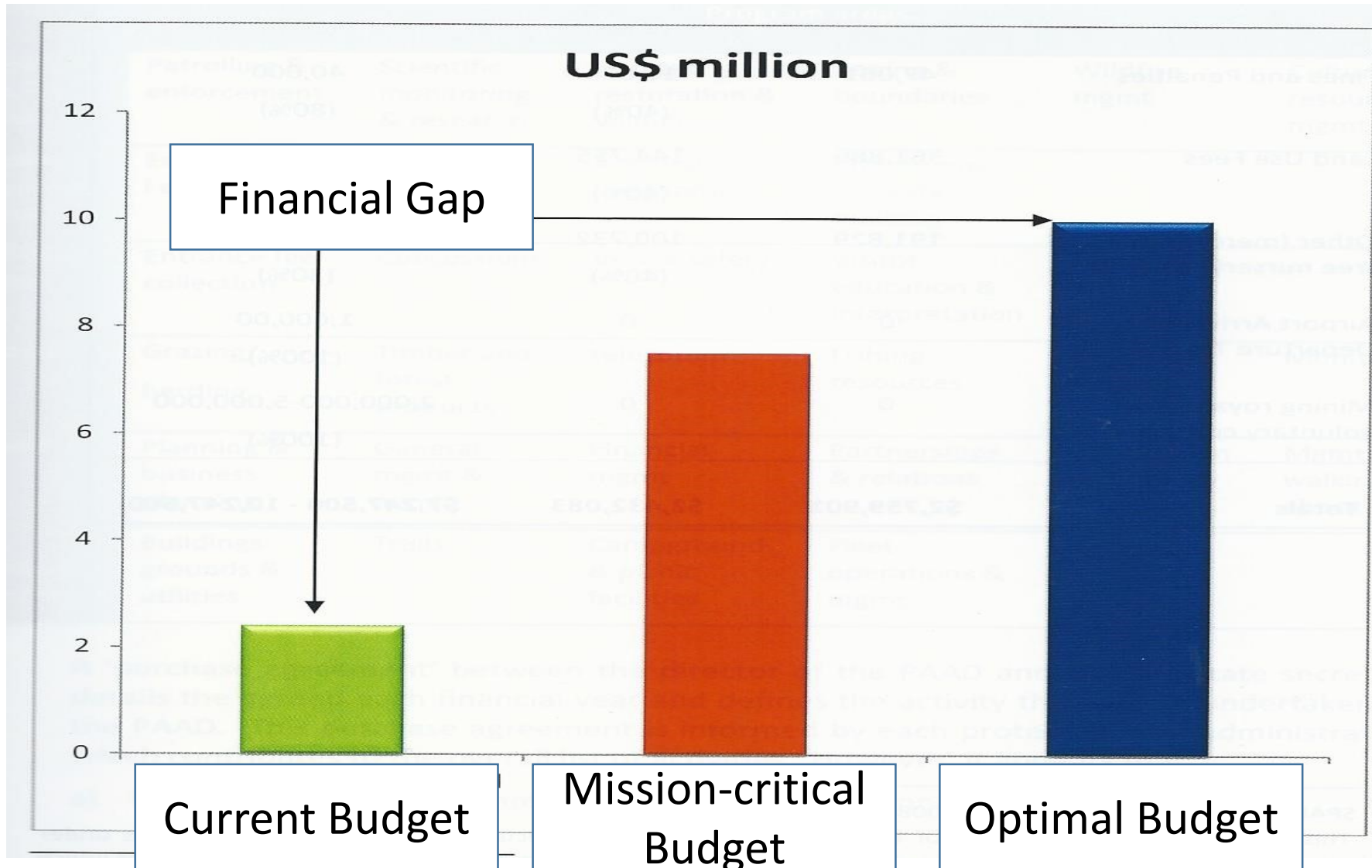
Staff team  
and equipment



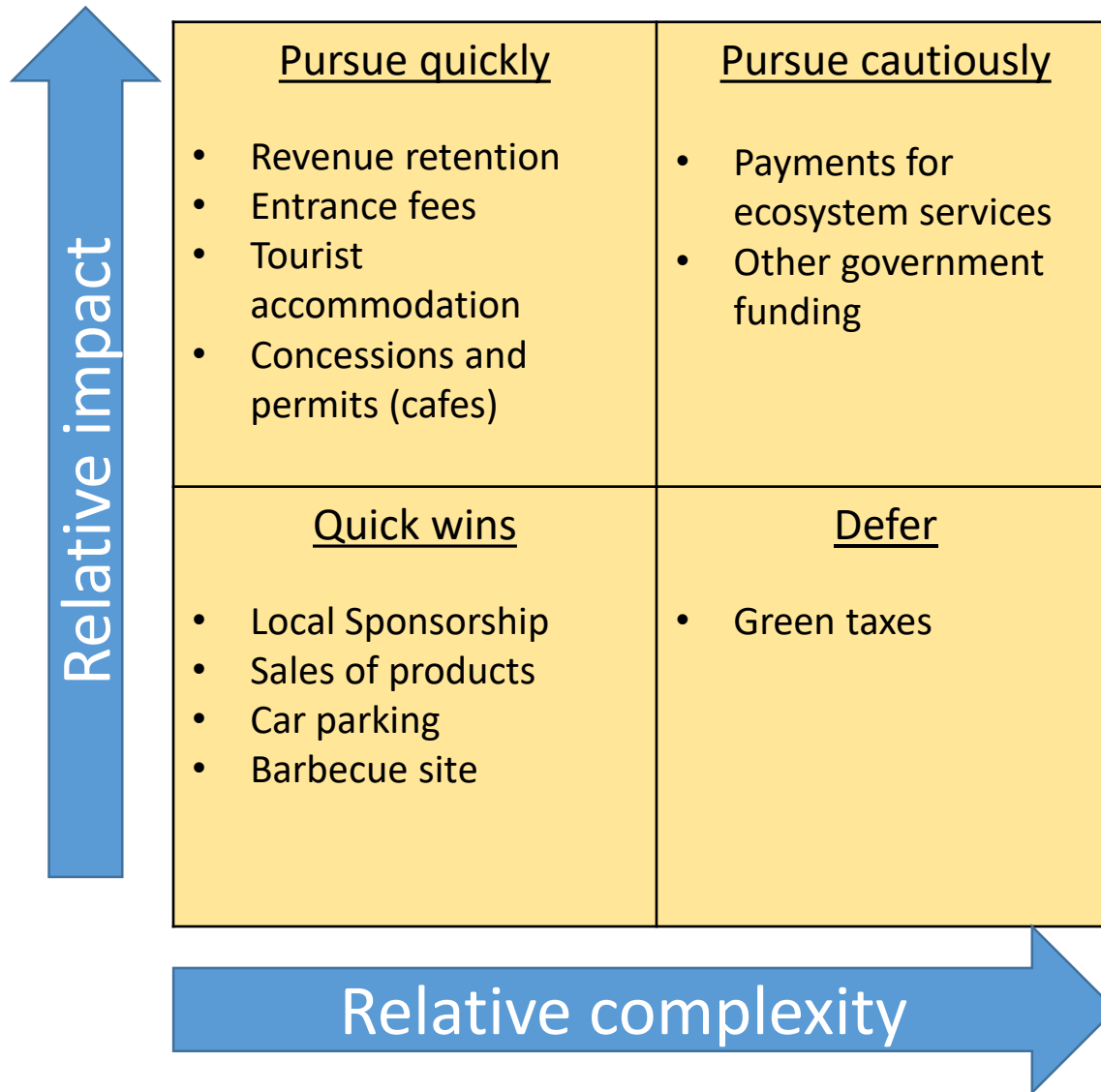
Marketing,  
Infrastructure  
& assets

# Financial gap analysis

- a key step in PA Business Planning -



# Strategic implementation - new funding (example)



# Content of a typical PA Business Plan

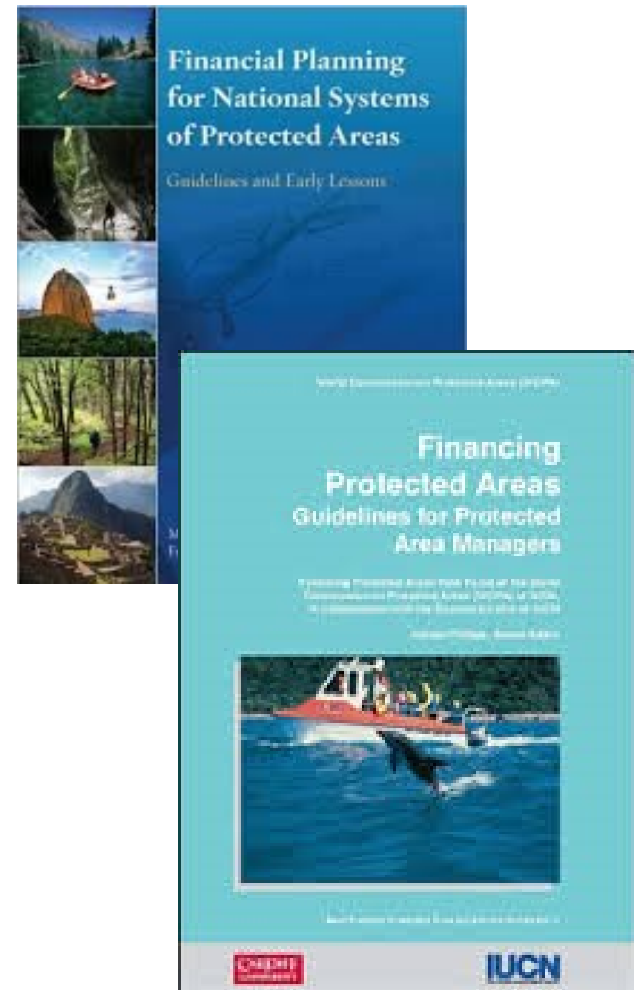
- Introduction
- Manager's Foreword
- Executive Summary
- Overview of the Protected Area
- Historical context / development
- Financing Analysis and Plan
- Organisational Analysis and Plan (human resources and facilities)
- Marketing Analysis and Plan
- Risk Management
- Annexes (additional information)



**Business plans usually have a duration of 1-3 years,  
and are reviewed annually**

# There are many guidelines available.....

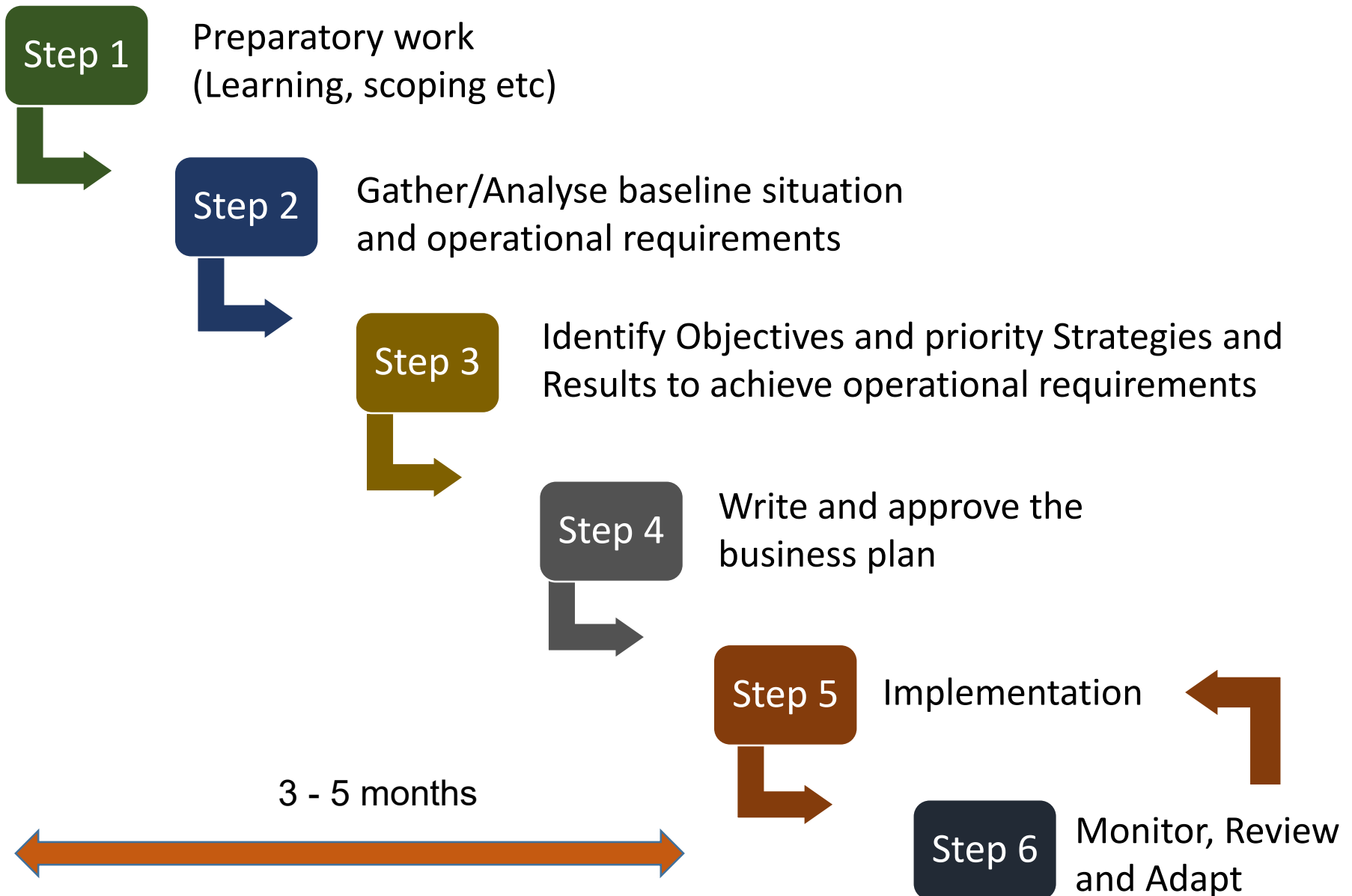
- UNESCO World Heritage Sites
- IUCN
- West African Marine Protected Areas
- The Nature Conservancy (US)
- Conservation Finance Alliance
- SE Europe Protected Areas
- etc



.....but they need adapting to Iranian situation. CIWP will prepare a guideline at the end of this piloting exercise



# SIX STEPS FOR BUSINESS PLANNING



## Step 1: Preparatory work



- Training / capacity building
- Secure support from managers / decision makers
- Raise awareness among all PA staff
- Agree the scope and timeline
- Assemble the business planning team

## Step 2.

### Analysing the Baseline Situation and operational requirements (minimum and optimum)

1. SWOT Analysis
2. METT (Management Effectiveness Tracking Tool)
3. Financial sustainability Scorecard



**Management Effectiveness Tracking Tool - METT**

- Proposed by the World Bank/WWF Alliance for Forest Conservation and Sustainable Use.
- Adopted by GEF Biodiversity Strategy
- WCPA Framework



# Business Plan Example 1.

## Sečovlje Salina Nature Park, Slovenia

### ISSUES/BARRIERS

- Funding gap of €450K for optimal management (29%)
- Shortfalls in the legal and regulatory framework governing nature parks finance
- Institutional aspects
- Leadership

### SOLUTIONS

- Improved park entry fee system
- Concession system for mud spa, hotels, camping, parking
- Royalties from sale of stamps
- Donations
- Volunteering
- Strategy to support the local community to benefit from the Park
- New communications strategy to promote the park
- Establish business planning partnership to support all Parks
- Establish Nature Parks Trust Fund

*“The development of a Business Plan is an important step in helping to carry out our public trust. Analyzing how we utilize our current staff and funding, developing standards to improve the park's operations and evaluating future needs based on those standards will help us to professionalize how we manage businesses in the Park. The Business Plan will also help to prioritize operational and investment needs, and identify potential financial and marketing strategies to secure sustainable long-term funds. This business plan provides us a clearly marked and fully justified path.”*

Andrej Sovinc, Head, Sečovlje Salina Nature Park



# Business Plan Example 2.

## Porto Palermo marine protected area, Albania

### ISSUES/BARRIERS

- No secure funding (100%)
- Lack of infrastructure
- Lack of staff
- Staff training needs to be improved

### SOLUTIONS

- Generating revenue
  - Entrance fee
  - Recreational activity fee
  - Concession fees
  - PES (clean water for aquaculture)
  - Fines
  - Hotel taxes
- Plan did not address the staffing and infrastructure issues, except through financing



# Business Plan Example 3.

## Point Reyes National Seashore, USA

### ISSUES/BARRIERS

- Need to increase efficiencies and avoid costs to allow focus of financial resources on areas that are most critical to the mission of Point Reyes National Seashore.
- Need to improve services to enable the national seashore to advance its goals of preservation and education.

### SOLUTIONS

- Generating revenue
  - Entrance fee structure for special use
  - Increase Association membership
- Increase efficiencies/cost avoidance
  - Focus on high priority assets
  - Improve energy efficiency
  - Review organisational structure
- Improving services/other
  - Establish new partnerships for projects and education
  - Organise field open days
  - Improve merchandising (books etc)

*“We plan to be prepared to meet the critical challenges ahead of us. In response, .... Point Reyes National Seashore completed a business plan in 1999 and an updated plan in 2004. Management successfully pursued and implemented the strategies outlined within those documents. Significant progress has been made over the last 10 years in developing scientific opportunities, upgrading park facilities and infrastructure, developing partnerships, and expanding learning opportunities for the public.”*

Don Neubacher, Superintendent  
Point Reyes National Seashore

# Aim of the next 2 sessions

## **Session 1: The Baseline Situation**

- Summary results of the Management Effectiveness Tracking Tool for the pilot WPAs
- Summary results of the Financial Sustainability scorecard for the 5 pilots

## **Session 2: Challenges and opportunities for improving management effectiveness**

- Summary results of the SWOTs for the pilot WPAs

Then tomorrow, we practice putting the Business Plans together!

**Thank you very much!**

**Any Questions?**