

# **VISION STATEMENT**

Co-financing a world class National Protected Areas System in Guyana that protects nature and improves lives

# **MISSION STATEMENT**

To mobilise and allocate finances for the management of the National Protected Areas System in Guyana





# PROTECTED AREAS TRUST (GUYANA) STRATEGIC PLAN 2017 - 2021

# FOR THE TRUST FUND SUPPORTING THE NATIONAL PROTECTED AREAS SYSTEM IN GUYANA

Georgetown, Guyana

February, 2017

# ADOPTION OF PAT STRATEGIC PLAN 2017 - 2021

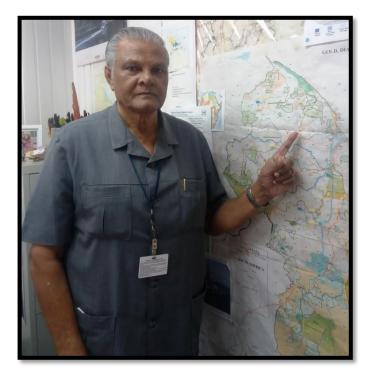
This Strategic Plan is adopted on this 16<sup>th</sup> day of February, 2017, in the City of Georgetown, in the County of Demerara, in the Republic of Guyana, by the BOARD OF TRUSTEES (hereinafter, together with their successors in office, the "TRUSTEES") of the PROTECTED AREAS TRUST (henceforth the "PAT"), of Jenman House, Botanical Gardens, Georgetown;

WHEREAS the Protected Areas Act 2011 (henceforth the "PA Act, 2011") of the Laws of Guyana has established the PAT as a body corporate (Part VIII, Section 88) and a Trust Fund [henceforth the "Protected Areas Trust Fund (PATF)"] to provide financing for the National Protected Areas System (NPAS) [Part IX, Section 101 (1)].

WHEREAS the Trustees developed this Strategic Plan for the Trust Fund AND WHEREAS the Trustees have the full power to adopt this Strategic Plan, and periodically review and update as necessary this Strategic Plan for the Trust Fund containing measures that are needed to achieve the objectives of the PA Act, 2011 and financial implications of all actions, AND WHEREAS in respect of any matter where there is a conflict or inconsistency between the provisions of this Strategic Plan and the provisions of the PA Act the provisions of the PA Act, 2011 shall apply.



# MESSAGE FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES



It is with great pleasure that I introduce you to the first Strategic Plan of the Protected Areas Trust. I am privileged to have been elected to Chair the Board of Trustees of the PAT since its creation to present. I hereby thank my colleague Trustees and Committee members whose insights and guidance to the Executive Director and staff have moved the PAT from its infancy stage to the creation of this 5-year Plan which now sets the roadmap for the Protected Areas Trust for the period 2017-2021.

This Plan has been prepared with the express understanding that it will form a critical element in ensuring the capacity of the PAT to fundraise and to speedily execute its role to

support the National Protected Areas System. Having received initial capitalisation from the Kreditanstalt für Wiederaufbau (German Development Bank) (KfW) and Conservation International (CI), and these funds having been invested, revenues accruing from the investments should be deployed at the earliest opportunity to support sustainable management of the protected areas.

Major General (ret'd) Joseph Singh Chairman, Board of Trustees



The Protected Areas Trust Strategic Plan 2017-2021 identifies priorities, programmes and methodologies that constitute a 5-year road map to provide financing for Guyana's National Protected Areas System (NPAS).

Much credit for the creation of the framework and the majority of the content of this Plan is due to the Conservation Trust Fund (CTF), which was established in December, 2011 by Deed of Trust as an interim vehicle to secure financing while awaiting the full institutionalization of the Protected Areas Trust.

This Strategic Plan sets out the vision, mission, principles and core objectives of the PAT, over the period 2017-2021. It identifies the various Committees which will oversee activities aimed at the achievement of the core objectives of the

Trust: Good Governance, Fundraising, Finance, and Grant Review. The Strategic Plan will guide the PAT's annual planning and ensure integration of all activities.

This Plan takes into account the financial requirements of the Protected Areas Commission (PAC) and outlines how the PAT will ensure the phased implementation of these requirements over the first five-year period.

The implementation of this Plan requires close collaboration with the Protected Areas Commission and other key stakeholders, who have all contributed in some degree to the creation of the Plan. The Board of Trustees of the PAT therefore anticipates the enthusiastic collaboration of a multiplicity of organisations towards the realisation of a trust fund that provides an adequate flow of financing for the management of protected areas in Guyana.

Geeta Singh Ubaldo Espinosa

**Executive Director** 

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# **ACKNOWLEDGEMENTS**

The Board of Trustees of the Protected Areas Trust wishes to acknowledge the tremendous contributions made by the following persons/organisations in the creation of its Strategic Plan.

Firstly, the PAT is indebted to the former Executive Director, Ms. Nadia Sagar, of the Conservation Trust Fund, whose dedication to creating the framework and first draft of this Plan is exemplary. Gratitude is also extended to the former Chairman of the CTF, Dr. David Singh and Trustees of the CTF who have been instrumental in supporting the Executive Director in her pursuit of the framework for the CTF/PAT Strategic Plan, which laid the foundation for this Plan.

Secondly, the contribution is acknowledged of the Commissioner of the Protected Areas Commission, Mr. Damian Fernandes, from the inception to present for ideas/thoughts shared which would have contributed to the development of the Strategic Plan. Valuable comments received from the Commission on the draft of this document have greatly aided in ensuring the accuracy of this Plan. To the Commissioner, and his team, our sincere gratitude.

To the many others who were not only present at the workshop held to establish the framework for the Strategic Plan, but who worked behind the scenes in preparing and organising a successful workshop. The PAT would also like to thank all those persons who offered their insights, experiences and ideas towards the finalisation of this Plan.

The Executive Director of the PAT extends sincerest appreciation to PAT's Finance Committee and Board of Trustees without whom this final version of the Strategic Plan could not be possible.



# **ACRONYMS & ABBREVIATIONS**

BoT Board of Trustees

CI Conservation International
CTF Conservation Trust Fund
FinCom Finance Committee
GoG Government of Guyana

IWOKRAMA Programme site of Iwokrama International Centre for Rain Forest Conservation and Development

KCOCA Konashen Community Owned Conservation Area

KfW Kreditanstalt für Wiederaufbau (German Development Bank)

NPAS National Protected Areas System

PA Protected Area

PAC Protected Areas Commission

PAT Protected Areas Trust

PATF Protected Areas Trust Fund SOP Standard Operation Procedure

SWOT Strengths, Weaknesses, Opportunities, and Threats

ToR Terms of Reference

UBS Union Bank of Switzerland UG University of Guyana



# **EXECUTIVE SUMMARY**

The PA Act, 2011 provides the first national legal framework for the Protected Areas Commission, Protected Areas Trust, Protected Areas Trust Fund and the National Protected Areas System (NPAS). The PA Act, 2011 (Part VIII, Sections 88 and 89) established the PAT as a body corporate, independently governed and administered by a Board of Trustees. The PATF was set up to provide financing for the NPAS [Part IX, Section 101 (1)].

The PATF is functioning primarily as an endowment fund to preserve the capital while investing globally to earn annual returns of approximately 5%. Funds transferred from the CTF during the final quarter of 2015 [EURO \$4M (US\$5M) from KfW and US\$3.5M from CI] have been invested through PATF's Fund Administrator, Union Bank of Switzerland (UBS) Financial Services (USA) in various secure international markets to provide a steady and attractive rate of return competitive with similar trust funds.

The PA Act, 2011, Part VIII, Section 90 (f) calls for the Board of Trustees of the PAT "to develop and periodically review and update as necessary a Strategic Plan for the Trust containing measures that are needed to achieve the objectives of the Act and the financial implications of all actions". This document, which was prepared with the framework provided by the CTF, aims to fulfil this requirement of the PA Act. In order to set the direction of the PAT, the views and perceptions of key stakeholders through their representatives (Board of Trustees; staff; donors; PAC; government and civil society partners) were sought using a participatory approach in a strategic planning focus group. This strategic plan is the result of that process. The Strategic Plan sets out the vision, mission, principles and core objectives of the PAT.

This Strategic Plan lays out key principles of the PAT's Investment Strategy, which was created during the first year, 2015. The Plan also sets out the PAT's strategy for achieving its objectives through the establishment of various Committees which will oversee activities in certain core areas of the PAT, namely Governance, Fundraising, Finance, and Grant Review. Other core objectives during the five-year period include the development and

implementation of a fundraising plan, communications plan, the development of the appropriate institutional guidelines, procedures and administrative systems to receive and review proposals, and award grants, and assessment of capacity needs and implementation of the capacity action plan for the PAT.

# STRATEGIC PLAN COMMENCING 2017

# WHY CREATE THIS PLAN

The Protected Areas Act, 2011, Part VIII, Section 90 (f) calls for the Board of Trustees of the PAT "to develop and periodically review and update as necessary a Strategic Plan for the Trust containing measures that are needed to achieve the objectives of the Act and the financial implications of all actions".

This Strategic Plan was initiated by the CTF in 2012. At a retreat of the PAT held in April, 2016, the draft Plan was reviewed, content updated and then ratified by the BoT.



# **WHO WE ARE**

# 1. NATIONAL PROTECTED AREAS SYSTEM (NPAS)

The establishment of a system of National Protected Areas enshrined in legislation provides for the protection and conservation of Guyana's natural heritage and natural capital, the maintenance of ecosystems services of national and global importance, the fulfilment of Guyana's international environmental responsibilities and the participation of the public in protected areas conservation.

The Government of Guyana (GoG) enacted the Protected Areas Act in 2011 which came into force by commencement order on November 1, 2011. The PA Act established the PAC to

establish, manage, maintain, promote and expand the NPAS (Part II, 8 (a)). The Protected Areas Commission is currently focusing on implementing NPAS management plans and NPAS expansion as well as growing, developing and building of the capacity of the institution for carrying out its functions effectively.

The PA Act, 2011 provides the framework for the establishment and management of the NPAS, which currently consists of Kaieteur National Park, Iwokrama Programme Site, Shell Beach and Kanuku Mountains Protected Areas; as well as the urban parks including the National Park, Botanical Gardens, Zoological Park, and Joe Vieira Park. The Act also provides for NPAS to comprise of approved Amerindian protected areas, approved privately managed protected areas.

The Government of Guyana has pledged an additional two million hectares of land and waterways to be included in the NPAS. The Konashen Community Owned Conservation Area (KCOCA) (highlighted in yellow) is the first titled Amerindian Conservation Area awaiting approval to be included in the NPAS.

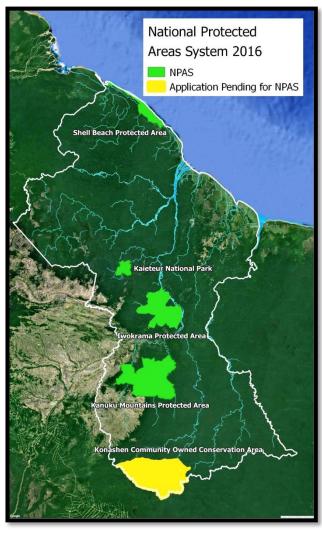


Figure 1: Map of the National Protected Areas System of Guyana

# 2. PROTECTED AREAS TRUST (PAT) AND PROTECTED AREAS TRUST FUND (PATF)

# A. PROTECTED AREAS TRUST

The Protected Areas Act, 2011 established the PAT as a body corporate (Part VIII, Section 88) and a Trust Fund to provide financing for NPAS [Part IX, Section 101 (1)], following proposals submitted by the PAC.

Protected Area Trust Funds are private, legally independent grant-making institutions that provide sustainable financing for biodiversity conservation and often finance part of the long-term management costs of a country's protected area (PA) system. They can serve as an effective means for mobilizing large amounts of additional funding for bio-diversity conservation from international donors, national governments and the private sector.

The PAT was officially launched on September 1<sup>st</sup>, 2014 at its first Board of Trustees meeting. The PAT is managed as a corporate body by a seven-member Board of Trustees. The day-to-day operations are being managed by the PAT Secretariat based in the Botanical Gardens, Georgetown, Guyana and headed by an Executive Director.



Figure 2: Secretariat of the Protected Areas Trust Botanical Gardens, Georgetown

The Institutional Structure of the PAT is as outlined below.

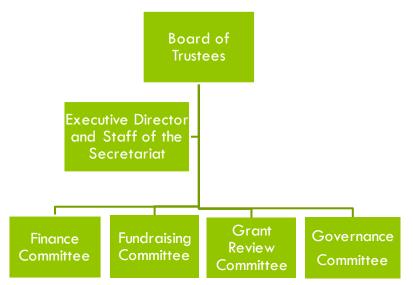


Figure 3: Organisational Structure of the PAT

# **BOARD OF TRUSTEES**

The PAT is governed and administered by a Board of Trustees (BoT) (Section 89), whose functions are to: (a) manage the Trust; (b) oversee the management and investment of the Trust Fund; (c) review requests for funding for the national protected areas system; (d) set up advisory committees and other formal or informal arrangements as appropriate to help the Trust carry out its functions; (e) make recommendations on matters within the scope of the PA Act 2011 and provide guidance and support to the Executive Director of the Trust on programmes and operations as appropriate; (f) develop and

periodically review and update as necessary a strategic

plan for the Trust.

The Board of Trustees could be comprised of a maximum of nine members. Membership includes individuals nominated by the private sector, government, the National Toshaos Council, the University of Guyana and major donors to the fund. Trustees are vested with the specific duty to invest and prudently manage the fund and to preserve the capital as far as reasonably possible.

# **EXECUTIVE DIRECTOR**

The Executive Director is an *ex officio* non-voting member of the Board of Trustees who serves as Secretary to the Board. The Executive Director performs all duties associated with the Office of the Secretary and all such duties as assigned to the position of Executive Director by the BoT.

### FINANCE COMMITTEE

The Finance Committee (FinCom) has been established by the Board of Trustees. Members of FinCom include a Trustee of the BoT as the Chairperson and external experts with knowledge and expertise in finance. FinCom responsibilities include reviewing and recommending to the BoT:

- a) policies and guidelines governing investments;
- b) long-range financial plan;
- c) annual budget;
- d) fund administrators;
- e) reports from independent investment advisers and managers and recommending changes in the portfolio;
- f) performance of a fund administrator
- g) annual investment performance.

### **OTHER COMMITTEES**

The PAT is in the process of establishing three (3) other Committees; namely the Governance, Fundraising and Grant Review to support its functions.

# B. PROTECTED AREAS TRUST FUND

The Protected Areas Trust Fund (PATF) is functioning primarily as an endowment fund to preserve the capital while investing globally to earn annual returns of approximately 5%. Funds transferred from the CTF during the final quarter of 2015 [EURO \$4M (US\$5M) from KfW and US\$3.5M from CI] have been invested through PATF's Fund Administrator, UBS Financial Services (USA) in various secure international markets to

ensure a steady and attractive rate of return competitive with similar trust funds. The Fund Administrator provides consultation for global

investment to the PATF.



# **OUR CORE GUIDING PRINCIPLES**

The PAT is guided by six main principles as follows:

# 1) Transparency:

Visibility and openness in all transactions, thus to ensure that all information on procurement procedures, opportunities and processes are clearly defined and made widely known and available.

# 2) Accountability:

Obligation to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

# 3) Agility:

Ability to change quickly and efficiently to adapt to the changing conditions.

# 4) Reliability:

Ability to consistently perform its intended or required functions (in the case of the PATF to provide funding for the NPAS), on demand and without degradation or failure (in the long-term).

# 5) Environmental and social responsibility:

Investments do not cause negative or unwanted environmental and/or social impacts.

# 6) Fairness:

Ability to make judgments free from discrimination or dishonesty.



# WHY OUR WORK IS IMPORTANT

### 1. NATIONAL TARGETS AND VISION FOR PROTECTED AREAS IN GUYANA

The overall objectives of the Protected Areas System include, *inter alia*, the conservation of Guyana's biological diversity, safeguarding and maintenance of eco-system services, and assisting in the adaptation and mitigation of climate change. The Government of Guyana is committed to meeting the 17% target by 2020 for the protection of terrestrial areas in accordance with the Aichi Target 11 developed by Countries at the COP 22 meeting on the Convention of Biological Diversity held in Marrakesh, Morocco, Nov 7-18, 2016.

Protected areas are a key component of Guyana's green economy. At the opening ceremony of the Fourth International Congress on Biodiversity of the Guiana Shield, held in Georgetown, Guyana, August 2016, President David Granger said adequate investment and funding are initiatives that should be adopted for the effective protection and preservation of the Guiana Shield. He further stated that "green economies need investment to sustain protected areas and for sustainable energy. The absence of investment will place pressure on the governments of the Shield, particularly the three smallest states, if they are to move towards resource extraction; and it may tempt them perhaps to go into directions which lead to deforestation and destructive mining, which could have adverse effects on biodiversity..." "We have only one world, and the world has only one Guiana Shield. We have a responsibility, as the trustees of the Guiana Shield, and that responsibility imposes on us the duty to protect and preserve our unique patrimony". Furthermore, the President pledged to allocate two million more hectares of land and waterways for conservation at the Tourism and Hospitality Association of Guyana's (THAG) President's Awards Ceremony held in June 2016. There, he stated the importance of the tourism sector and sustainable economic growth in Guyana. He further added that even as Guyana transitions to a 'green' economy, the benefits of equitable and sustainable development are too numerous and transformative to be

ignored.

# 2. FUNDING FROM THE PATF

The Protected Areas Trust Fund is functioning primarily as an endowment fund, where the revenue generated by the investments may pay for the following costs (PA Act, 2011: Section 105): -

- a) the costs incurred by the Trust Fund to carry out its functions including staff salaries, board meetings, office expenses, trustee expenses, and professional services including audit, accounting, financial and investments, and legal services;
- the costs incurred by the PAC to carry out its functions including staff salaries, board meetings, office expenses, scientific and other studies and assessments, professional services including audit, accounting, financial and investments, and legal services and implementation of the system plan;
- c) the costs of a national protected area including staff salaries, equipment and maintenance, office expenses, implementation and enforcement of management plans;
- d) the costs of implementation and enforcement of a management plan for an Amerindian protected area;
- e) the costs of any evaluation carried under section 111.

The PAT has been providing financing for part (a) above from early 2015 and aims to increase its fund size to efficiently meet the costs of the other parts above.

The PAC's five-year Strategic Plan 2016-2020, and five-year management plans for national protected areas, outlines the future strategies and activities of the PAC and estimates the annual operational cost for the management of current PAs and urban parks under the PAC's mandate as approximately US \$1.67 million, while initial infrastructural costs are estimated to be US\$15 million.

If all annual operating costs are to be covered from revenues from by the PATF, it will require approximate capitalization of US \$50 million, of which US\$8.515 million has been acquired to date.

The Cooperative Republic of Guyana has committed, but not yet transferred, an additional US\$10M, which will bring the fund to US\$18.515 million.

It is imperative that the PATF continues to increase its value in order to effectively fulfil its mandate and provide the financing for the NPAS management of Guyana.



# WHAT WE PLAN TO DO AND HOW WE PLAN TO DO IT

In keeping with the Vision and Mission of the PAT, the PAT will engage in activities relating to its core strategies for the period 2017-2021. The timetable to accomplish the various tasks is also presented.

# 1. OUR INVESTMENT POLICY

The PAT developed its Investment Policy in 2015 and revised it in early 2016. The Goal of the PAT is captured below:

### Goal of the PAT:

"The Board of Trustees believes the Endowment is intended to exist in perpetuity, and therefore, should provide for grant making in perpetuity. The primary investment goal will be for the PATF to generate a positive absolute return of **5.00**% after all investment expenses in order to fulfil the annual programme needs of the PAT, to cover fund expenses and compensate for long-term inflation. It is currently anticipated that Fund withdrawals will be in the amount of **3.5**% per annum, prorated quarterly from the revenues.

The secondary long-term objective of the PATF is to maintain purchasing power, and when possible to increase absolute principal in excess of inflation rate. The specific objective is to grow the aggregate portfolio value at the rate of 1.50% after costs over the Endowment's investment horizon. Therefore, expectations may be expressed by the following equation":

Rate of Increase in Purchasing Power = Total Return - Withdrawal Rate

Details of the Investment Objectives of the PATF are specified in PAT's Investment Policy 2016.



# 2. OUR STRATEGY FOR ACHIEVING OUR CORE OBJECTIVES

The PATF plans to achieve its core strategies outlined below through the work of its existing Finance Committee and by the establishment of Committees containing members with the relevant expertise to appropriately guide, advise and assist the PATF.

# I. FINANCE COMMITTEE

Refer to relevant section under "who we are" for a brief on FinCom role and functions. FinCom greatly contributed to the development of the PATF Investment Policy and oversees the investment of the PATF.

### II. GOVERNANCE COMMITTEE

The Governance Committee of the Board of Trustees of the Protected Areas Trust shall provide assistance to the Board in fulfilling its legal, ethical, and functional responsibilities through adequate governance policy development, and monitoring of board activities by developing and recommending to the Board a set of corporate governance principles, policies, standards, and practices that optimally support the PAT's strategic priorities in accordance with the PAT's guiding values always.

### III. FUNDRAISING COMMITTEE

The primary purpose of the Fundraising Committee is to oversee the development and implementation of an integrated, realistic and achievable fundraising strategy.

The Committee shall assist the BoT in the planning, coordination and implementation of all fundraising activities in support for development programmes, projects and activities of the PAT/PAC to act as key link to support the mission, vision and strategic outcomes of the organisation.

# IV. GRANT REVIEW COMMITTEE

The main responsibility of the Committee shall be to assess and evaluate grant applications received and advise the BoT on grant management in support of the mission, values, and strategic outcomes of the PAC. The PAT Secretariat will arrange for the screening of the applications to ensure their eligibility based on agreed criteria and forward

evaluation and selection.

It is important that the grantees are selected in an objective, transparent, impartial and merit-based manner and in accordance with the PA Act, 2011.

the eligible applications to the Grant Review Committee for

# 3. OUR CORE STRATEGIES: 2017 - 2021

# OBJECTIVE 1: TO INCREASE FUNDS AVAILABLE FOR THE MANAGEMENT OF THE NPAS

# ACTION INDICATOR

Action 1.1: Develop and implement a strong, diverse and innovative 5-year fundraising plan

For this action, the following will be considered:

- Update the estimate for the ideal size of the trust fund for Guyana. An
  accurate assessment will be crucial for producing a sound fundraising
  strategy and action plan, and must also take into consideration the
  contribution of Government subvention to the NPAS.
- ii. Explore possibility of GoG to make regular contributions to the trust fund (from national budget, make available existing infrastructure, etc.)
- iii. Explore possibilities for capitalizing the trust fund with funding from Payment for Ecosystem Services (PES) schemes, new sectors such as oil/gas, mitigation of infrastructure development, etc.
- iv. Explore possibilities with foundations, bilateral donors, environmental funds, investment returns

- i. Indicator 1.1.1:5-year fundraising plan approved by the Board of Trustees
- ii. Indicator 1.1.2. Total amount of new funds acquired for the Trust Fund (percentage of the target capital secured)

# OBJECTIVE 2: TO INCREASE GLOBAL, REGIONAL AND NATIONAL AWARENESS OF THE PAT AND ITS FUNCTIONS

ACTION INDICATOR

Action 2.1: Develop and implement a communications plan	
<ul> <li>For this action, the following will be considered:</li> <li>i. Integrate PAT activities with PAC</li> <li>ii. Identify target audiences and apply appropriate communications methodology and tools</li> </ul>	i. Indicator 2.1.1: Communications plan approved by the Board of Trustees
<ul> <li>i. Implement awareness campaigns</li> <li>ii. Implement the selected communication methodology and tools for communities and other national stakeholders</li> <li>iii. Prepare PR materials for potential international donors, and with the PAC, for the national-level donors</li> </ul>	ii. Indicator 2.2.1:Increase in percentage of people that are aware of the Trust Fund and its work, per target audience: iii. Indicator 2.2.2: No. of publication materials

# OBJECTIVE 3: TO IMPLEMENT AN AGILE AND TRANSPARENT GRANT-MAKING PROCESS

ACTION INDICATOR

Action 3.1: Develop the appropriate institutional guidelines, procedures and administrative systems to receive and review proposals, and award grants	Indicator 3.1.1: Institutional procedures and systems approved by the Board of Trustees
Action 3.2: Promote grant applications among eligible beneficiaries, e.g. the various recognised PAs.	Indicator 3.2.1: Number of proposals per each protected area
Action 3.3: Award at least seventy percent of the available funding from the trust fund on an annual basis	Indicator 3.3.1: Percentage of available funding awarded as grants

# OBJECTIVE 4: TO STRENGTHEN THE CAPACITY OF BOARD TRUSTEES IN THE ADMINISTRATION AND IMPLEMENTATION OF THE PAT

**ACTION** INDICATOR

Action 4.1: Conduct a capacity needs assessment and develop an action plan	i. Indicator 4.1.1: Priority needs assessment and action plan document approved by the Boards of Trustees
Action 4.2: Implement the capacity action plan	<ul> <li>i. Indicator 4.2.1: Number of capacity building events completed</li> <li>ii. Indicator 4.2.2: Number of board members or staff that completed capacity events</li> <li>iii. Indicator 4.2.3: Percentage of priority needs covered by training events</li> </ul>



# 4. OUR TIMETABLE 2017 – 2021

		2017		2018		2019		2020		2021	
ACTIONS	I	Ш	I	II	I	Ш	ı	II	I	II	
Set up the operational structures and procedures for PAT	Х	Х	Х	Х	Х	Х					
Implement a 5-year Investment Policy to guide the financial investment planning of the PATF	Х	Х	Х	Х	Х	Х	Х	Х	Х	X	
Develop and implement a strong, diverse and innovative 5-year fundraising plan	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	
<ul> <li>i. Update the estimate for the ideal size of the trust fund for Guyana. An accurate assessment will be crucial for producing a sound fundraising strategy and action plan, and must also take into consideration the contribution of Government subvention to the NPAS.</li> <li>ii. Explore possibility of GoG to make regular contributions to the trust fund (from national budget, make available existing infrastructure, etc.)</li> <li>iii.Explore possibilities for capitalizing the trust fund with funding from Payment for Ecosystem Services (PES) schemes, new sectors such as oil/gas, mitigation of infrastructure development, etc.</li> <li>iv.Explore possibilities with foundations, bilateral donors, environmental funds, investment returns</li> </ul>		Х	Х	X	Х	Х	X	X	Х	X	
Develop and implement a communications plan for the trust fund to increase its global, regional and national awareness.		Х	Х	Х	Х	Х	Х	Х	Х	Х	
i. Integrate PAT activities with PAC ii. Identify target audiences and apply appropriate communications methodology and tools	Х	Х	Х	Х	Х	Х	Х	Х	Х		

Implement Communications Plan		Х	Х	Х	Х	Х	Х	Х	Х	Х
i. Implement awareness campaigns ii. Implement the selected communication methodology and tools for communities and other national stakeholders iii.Prepare PR materials for potential international donors, and with the PAC, for the national-level donors		Х	Х	X	Х	Х	Х	Х	Х	Х
Develop the appropriate institutional guidelines, procedures and administrative systems to offer calls for proposals, receive and review proposals, and award grants	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
Develop ToRs and set up Grants Committee     ii. Develop the appropriate SoPs and guidelines for reviewing proposals and evaluating recommendations	Х	Х	Х	Х						
Promote grant applications among eligible beneficiaries				Х	Х	Х	Х	Х	Х	Х
Award at least seventy percent of the available funding from the trust fund on an annual basis	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
Conduct a capacity needs assessment and develop an action plan to strengthen the capacity of Board Trustees in the Administration and Implementation of the PAT			Х	Х	Х	Х	Х	Х	Х	Х

# **HOW MUCH IT WILL COST**

# TARGET FOR PATE

DESCRIPTION	Capital Costs	2017	2018	2019	2020	2021	Total
Estimated critical costs for NPAS management* (GY\$ '000,000)	3,005	320	336	353	371	(to be estimated)	4,386

The current operational cost of the PAT Secretariat is approximately G\$11M; however this cost can grow incrementally as more funds are garnered for the PAT and NPAS is expanded. Such increments will be reflected in the PAT's Annual Work programme and Budget.

<sup>\*</sup> Extracted from Protected Areas Commission Strategic Plan 2016-2020: Estimated critical costs (absolute minimum costs to function) only for the <u>current</u> NPAS (not taken into consideration are specific site level costs which would vary from region to region, nor the additional activity costs to implement 5 year management plans for the NPAS). Carrying out detailed costs for the implementation of each management plan is a key activity identified in the PAC's Strategic Plan.

# **APPENDIX: SUMMARY OF SWOT ANALYSIS**

The SWOT Analysis is a strategic planning method used to evaluate the internal and external environments that can positively or negatively affect the achievement of the organization's goals and objectives. The organization's internal <u>strengths</u> and <u>weaknesses</u> and external <u>opportunities</u> and <u>threats</u> are identified and analyzed. The results are used to identify strategies to capitalize, exploit and/or invest on strengths and opportunities, overcome weaknesses, and defend and control external threats.

Figure 1: SWOT Analysis of the Protected Areas Trust

# Strengths (internal issues)

Significant amount of funds are already available

- The Trust Fund has very clear legal functions outlined in the PA Act, 2011 therefore there is no confusion as to its purpose or beneficiaries
- b) This is the first such Fund in Guyana, thus it can be used as a model
- Being first of its kind in the country, the Trust Fund can be very attractive to other donors
- There is an established Board of Trustees, and defined process for nomination of trustees
- e) The composition of Board members is diverse
- f) There is high level commitment from the Government
- g) The PAT can provide some support financing for management of approved conservation areas on Amerindian titled land and privately owned land.

### Opportunities (external issues)

- a) Global positive attitudes towards conservation, which might help obtain additional support for the trust fund
- b) Encouraging favorable national political climate for conservation and sustainable development issues
- c) The trust fund has a sound legal and governance structure to make it a long-term mechanism
- d) The trust fund creates opportunities for sustainable financing for protected areas that were not available in Guyana before
- e) There is potential for support from the Guyana REDD+ Investment Fund (GRIF)
- f) The trust fund fits very well within Guyana's Green Development Strategy, so there can be several avenues for interaction and synergies that will make the trust fund more viable
- g) Global and regional networking possibilities with other trust funds from which to learn and collaborate
- h) The Amerindian Act can support development of the trust fund through community involvement
- i) There is strong community involvement in protected areas
- j) Emerging new private investments in Guyana may offer sources of funding for the trust fund

### Weakness (internal issues)

- The current funds are small compared to what is the estimated cost for the effective management of the NPAS
- b) Lack of strong fundraising capacity and capability to achieve target capital
- c) Lack of a current communication plan to be used as a marketing tool
- d) Limited knowledge and other technical skills specific to managing Trust Funds
- e) Potential for lack of transparency and accountability in the management of the Trust

### Threats (external issues)

- a) Global financial situation makes more difficult to secure additional funds for the Trust
- b) Extremely high competition for conservation funds at global, regional and national levels
- c) Constant changes in donor priorities might negatively affect the possibilities of fundraising
- d) Future changes in current policy and development trend of the country might negatively affect the trust fund
- e) Lack of awareness of the trust fund at the local level



# APPROVAL OF PAT STRATEGIC PLAN 2017 - 2021

This 5-Year Strategic Plan for the Protected Areas Trust was approved by the Board of Trustees at a meeting of the Board held on February 16, 2017.

**APPROVED BY: Board of Trustees** 

VERSION: 1.0

DATE: February 16, 2017

Major General (ret'd) Joseph Singh Chairman, Board of Trustees, PAT

Signed on behalf of the Board of Trustees of the Protected Areas Trust.





# PHOTO CREDITS

PROTECTED AREAS COMMISSION
TRUSTEE ANNETTE ARJOON-MARTINS

# STRATEGIC PLAN DEVELOPMENT

Supported by:





# **CONTACT INFORMATION**

# PROTECTED AREAS TRUST

JENMAN HOUSE BOTANICAL GARDENS GEORGETOWN GUYANA SOUTH AMERICA

TEL: +1 592 227 0343 / +1 592 227 0346 EMAIL: GUYANAPAT1@GMAIL.COM