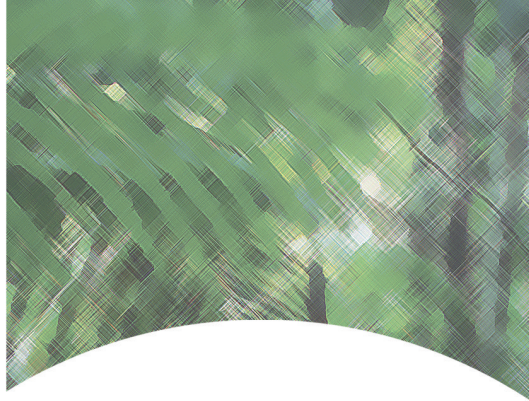


Business Plan 2005 - 2006



IWOKRAMA

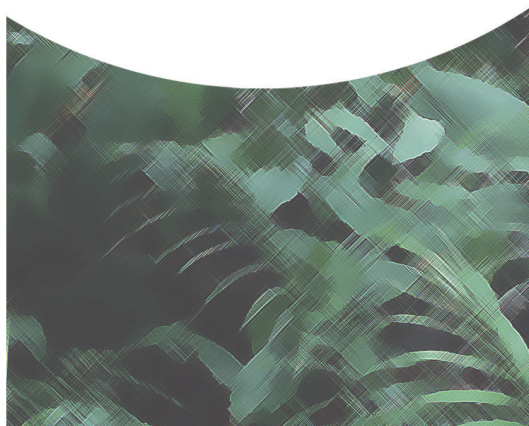
**International Centre for Rain Forest
Conservation and Development**

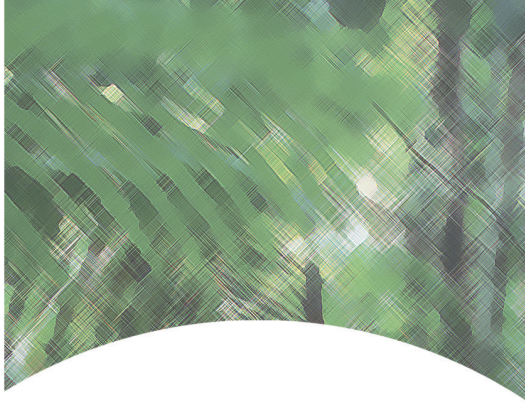


Business Plan 2005 - 2006

IWOKRAMA

**International Centre for Rain Forest
Conservation and Development**





IWOKRAMA

Business Plan 2005 - 2006

All Financial information based on the
calendar year 2004.

PHOTOGRAPHS: Foto Natura and
Jake Bicknell

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Copies of this business plan can be
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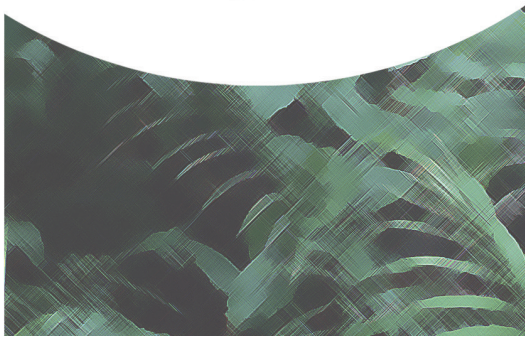
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1. Introduction



This business plan has been developed by the Iwokrama Centre from an internal work planning process. The plan serves both for internal institutional organization and to introduce Iwokrama to potential donors and business partners. The plan requests financial support for 2005 and 2006 of US\$1,050,000.00 to fund priority projects. The plan as presented will move Iwokrama substantially toward financial self sufficiency in 2007, and is the culmination of an institutional restructuring of Iwokrama that began with the March 2003 emergency business plan. The restructuring of Iwokrama has led to a reduction of annual operating costs from US\$2.5 million to US\$1.5 million and to much greater cost effectiveness and efficiency through better institutional management.

The plan identifies commercialisation of timber harvesting as a top priority since it is both relatively simple to initiate and has the capacity to generate revenues quickly. The proposed plan includes low technology timber extraction using mobile sawmills. This operation will be run by enterprises located in the surrounding communities. Suggestions for the provision of business development support and assistance with operational funding secured from outside investors are also made. In essence, Iwokrama will help these businesses start and operate and in return will receive substantially more than the basic fees payable by a concession holder.

International ecotourism also has the potential to generate funds for Iwokrama. These funds will be secured by leasing out the rights to operate within the Iwokrama Forest. Tourism development will focus on high value, low volume visitation working within the context of the Rupununi and Guyana to deliver specific wildlife and nature based products including the Giants of El Dorado (Jaguar, Giant Otter, Puma, Harpy Eagle, Anaconda, Tapir, Black Caiman, Giant River Turtle, Arapaima, Giant Armadillo, Giant Anteater, and Bush Master) and over 35 key bird species that are relatively easy to see in the area.

There appears to be adequate scope for Iwokrama to meet its core costs from commercial activities within the next two years. Thereafter, further business opportunities can be developed with local communities and other local partners as the main actors, for example through extending the aquarium fish, Arapaima, Crabwood Oil, and honey projects. Iwokrama has to ensure that all businesses meet the requirements of sustainable resource use, social equity and the wider environmental conservation aims described in the Iwokrama Act of Parliament, Guyana.

This business plan will also play an important role in achieving conservation objectives by providing a basis for evaluating management effectiveness. The plan also effectively communicates Iwokrama's financial status, objectives and activities to our stakeholders.

2. Table of Contents



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3. Foreword



The Iwokrama Forest and Rupununi Wetlands in central Guyana encompass a series of key South American landscape features. The 370,000 Ha Iwokrama Forest includes pristine Greenheart, Wallaba, seasonally flooded palm and Mora forests. The neighbouring Rupununi Wetlands are part of the broader human ecosystem and include seasonally flooded savannahs, lake systems, and a rich cultural heritage. This ecosystem is home to an enormous diversity of life comparable to western Amazonia and is replete with endangered species and is part of one of the four remaining wilderness tracts of tropical rain forest in the world.

The success of Iwokrama is fundamental to the future existence of the remaining tropical rain forests. Iwokrama is a developing country response to the conflicting local, national and international concerns about the future of tropical rain forests. The Centre is built on the key tenet that people are central to effective conservation and wise use of rain forest resources. In this context, Iwokrama's primary partners are the local communities living in, or near, the Iwokrama Forest and the people of Guyana. The focus of Iwokrama is to build cross-sectoral partnerships for ecologically, economically, socially and culturally sustainable businesses and the consequent conservation of this vital global resource.

In the last six years, Iwokrama has built local community relations and partnerships with national agencies and civil society as the basis for the collaborative management of the Iwokrama Forest. The Centre has constructed a field station, two ranger stations, satellite camps and a canopy walkway in the Iwokrama Forest and manned these facilities with locally trained rangers, guides, and personnel. The Centre has also begun developing incipient sustainable businesses with tourism, aquarium fish, honey, crabwood oil, and training.

The next two years 2005 and 2006 are critical for Iwokrama, as the Centre moves toward developing financially sustainable businesses in timber, tourism and training and enhancing monitoring and evaluation capacities to demonstrate sustainability. At the same time, the Centre will play a critical role in the development of new protected areas in Guyana and serve as a model for community participation, collaborative management and monitoring for Guyana.

Iwokrama's goal is to demonstrate how to use tropical rain forests wisely to satisfy the needs of local people, the development aspirations of the Guyanese people, and the international concerns about rain forest and biodiversity loss.

*Director General
September 2004*

4. Executive Summary



The Iwokrama International Centre was first presented as a concept to the Commonwealth Heads of Government in 1989; a fully staffed Iwokrama Centre finally began operations in 1998 after a long gestation period. The Centre is a body corporate, created by the Guyana Parliament through the Iwokrama Act of 1996, and has the responsibility for the conservation and management of the nearly one million acre (370,000 hectare) Iwokrama Forest in Central Guyana (see Figure 3). The Centre maintains its headquarters in Georgetown, the capital of Guyana.

This business plan has been developed to present the Iwokrama Centre to prospective business partners and donors and to guide Iwokrama activities for the two year period 2005-2006. The plan focuses on obtaining financing of US\$1,050,000 for 2005 - 2006 to match projected earned revenues of US\$1,155,000 and estimated, committed, contributed revenues of US\$719,000.

This business plan reflects the strategy adopted by the new management team following the institutional changes that took place in March 2003. This business plan has the full support of the Board of Trustees and the two major partners for the Iwokrama Programme – the Government of Guyana and the Commonwealth Secretariat – and will enable Iwokrama to make significant strides towards achieving its mission:

Iwokrama's Mission

"To promote the conservation and the sustainable and equitable use of tropical rain forests in a manner that will lead to lasting ecological, economic and social benefits to the people of Guyana and to the world in general, by undertaking research, training, and the development and dissemination of technologies."

Iwokrama has developed a fully integrated approach to the issues involved with sustainable development and collaborative management that is allowing the development of a innovative business approach to forest conservation and wise use – the next two years will see the application of this understanding to the practical realities of addressing the problems of tropical rainforest management from the perspective of a developing nation. Iwokrama will succeed by developing a model for conservation that engages businesses, local communities and governments to create lasting value from the natural assets of the forest.

Iwokrama's Core Values

- *A people centred approach to conservation and wise use;*
- *Developing low volume, high value markets for multiple forest products and services;*
- *Encouraging local, national and international partnerships; and*
- *Learning by doing*

Iwokrama's capacity to learn by doing sets it apart from other conservation and forest management models. Iwokrama is a living laboratory-a testing ground for the application of practical solutions to the problems of forest management. Iwokrama's purpose is to develop and test business models, across industry sectors, to provide a tool kit for the wise use and conservation of tropical forests across the globe.

The success of Iwokrama is critical to the future of the world's tropical rain forests as a model for how to conserve and wisely use this vital biome. Tropical rain forests continue to be destroyed at an alarming rate with little regard for the long-term ecological, social and economic impacts. These problems require local, practical solutions that engage local communities in collaborative management of the natural resources and which ensure long-term financial security for those involved.

Iwokrama's approach fosters cross-sectoral partnerships between private sector companies, local communities and the public sector that result in truly equitable businesses, generating real, sustainable returns from the assets of the forest.

The nature of Iwokrama's own role in this process reflects the complexity of the issues at hand. As both catalyst and regulator, Iwokrama must provide an interface between businesses, local communities and governments that promotes the successful creation of new enterprises, enables the local communities to participate as full stakeholders and manages the environmental impacts to ensure the forest is conserved.

Iwokrama will change how tropical rain forests are managed in the world and so secure the remaining wilderness tropical rain forest areas. This is an ambitious undertaking, particularly in the context of reduced public funding for protected areas and an increasing urgency for new models of business oriented management to conserve global biodiversity. Iwokrama's success will depend largely on how well the Board of Trustees and the management team can balance the following three potentially conflicting priorities:

- *Iwokrama must generate revenue and income from its own business partnerships to enable it to reduce its dependence on the international donors*
- *Iwokrama must ensure the local communities benefit directly from the business partnerships and share in both the rewards and the responsibilities*
- *Iwokrama must experiment with new ideas and mechanisms for funding the sustainable conservation of tropical rainforests and promote them within the international community*

The Board of Trustees and the Management Team believe that this plan provides the right balance and will enable the Iwokrama Centre to fulfill its mission.

4.1. Key Objectives

The major task facing Iwokrama during this period is to complete a radical transformation of the way it is financed. The organization has historically been reliant on the patronage of a number of key donors and whilst it continues to seek grant funding and assistance from donor agencies, Iwokrama intends to solidify its institutional basis by creating an endowment fund and generating sources of income from its own activities that will help the Centre become more self-sufficient.

Over the course of the next two years, Iwokrama will concentrate its efforts on the development of business partnerships across four different industry sectors - timber, tourism, merchandising & value adding, and training services. The development of these partnerships will bring together private sector players with local communities and the public sector. As business activities in the forest increase, so too will the need to demonstrate sustainability through well structured and cost

effective monitoring systems that examine the impacts on the social, ecological, economic and cultural aspects of the region. These monitoring systems will form the basis for a series of published 'lessons-learned' that will provide information to other forest owners and managers as to how to use and conserve tropical rain forests.

The key objectives for Iwokrama for 2005 and 2006 are to:

- Halve Overseas Development Agency support (ODA) to 35% of total revenue in 2006
- Convert net earned revenues from a US\$300,000 loss in 2004 to a US\$60,000 gain in 2006
- Raise US\$5m for an endowment fund to provide an annual revenue in perpetuity
- With private sector and local people, create a global model for sustainable timber harvesting
- Triple the number of tourists to over 1,500 by 2006
- Ensure the continued conservation of the Iwokrama Forest through partnerships with local communities and enhance enforcement.

4.2. Key Activities

The complex set of activities required for Iwokrama to achieve its goals falls into seven programmes. Figure 1 represents the relationships among these core programmes, at the heart of which is the development of sustainable businesses designed to foster and catalyse business models across different industry sectors.

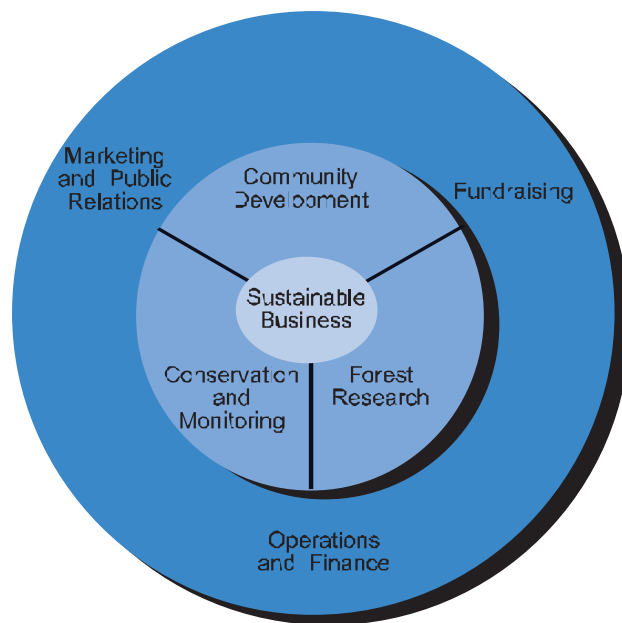


Figure 1: Business Model for the Iwokrama Centre

The second level is constituted of the three essential programmes required to promote the positive ecological, social and environmental benefits and manage the impacts of business activities (Forest Research, Community Development and Conservation & Monitoring). The final, outer level illustrates the operational functions (Operations & Finance, Fundraising and Marketing & Public Relations) essential for the effective management of the whole organization. Business Development activities¹ will concentrate on developing and testing partnerships for:

- *Sustainable Timber Harvesting*
- *Sustainable Tourism*
- *Training & Consulting Services*
- *Merchandising and Value Adding*

Regardless of sector, Iwokrama will develop partnerships with the following Board approved principles in mind:

- *Partnerships must be developed through open, transparent and competitive processes*
- *Potential partners must be committed to independent evaluation and certification of their environmental performance and set high standards of environmental stewardship as part of their core business strategy*
- *Potential partners must respect the rights of their employees and be committed to developing equity partnerships with both their employees and with the local communities living in or near the Iwokrama Forest*
- *Potential partners must be committed to honouring the Intellectual Property Rights and Benefit Sharing Protocols developed by the Centre with its stakeholders*
- *Potential partners must demonstrate the capacity to link Iwokrama to real markets*
- *Preference will be given to partners based in Guyana or with a majority of Guyanese stakeholders*



View from Turtle Mountain

¹ *Iwokrama will also continue to provide small enterprise support to the local communities for businesses such as Aquarium Fish, Honey, Crabwood Oil and other non-timber forest products.*

4.3. Key Outputs

Each programme will have key projects and milestones throughout the two year period and these are described in detail throughout the various sections of this document. By way of summary however, the organizational priorities for each of the two years are as follows.



*Iwokrama Field Station
Cabins*

4.3.1 2005 Outputs

- *Agreements with civil society and Government agencies on enhancing human resource capacities for protected area management in Guyana*
- *Turtle Mountain Site operating license granted to private sector and local community partners*
- *Sustainable Timber Harvesting plans approved by the Guyana Forestry Commission and timber operations initiated*
- *Sustainable Timber Harvesting certified under the Guyana National Standard for Certification*
- *Five new tourism cabins opened at the Field Station increasing occupancy to eight doubles*
- *Recruitment of a Director of Community Development*
- *Creation of the Endowment Fund and the raising of initial US\$2m*
- *Negotiation of merchandising agreement with Jacksonville Zoo*
- *Social and cultural impact monitoring tool implemented with the North Rupununi communities*
- *Iwokrama Forest recognized on the Ramsar List of Wetlands of International Importance*
- *Build human resource capacity for protected area management (15 rangers, 15 guides, & 15 managers)*

4.3.2 2006 Outputs

- *New Kurupukari Visitor Centre constructed and established on the road at Kurupukari*
- *Publication of 10 year Iwokrama Master Plan, Portfolio, and Investment Prospectus*
- *Publication of plans for an eco-lodge concession and identification of partners*
- *Consulting Services business established and generating income*
- *Online purchasing of merchandise established*
- *Launch of Iwokrama Research Fellowships*
- *An additional US\$3m raised for the endowment fund*
- *Development of collaborative management links with Region 8 communities*
- *Build human resource capacity for protected area management (15 rangers, 15 guides, & 15 managers)*

4.4. Financial Summary

Table 1: Annual Income And Expenses for the Iwokrama Centre 2005-2006

Revenue budget	Year	2005	2006
Contributed income			
Required additional contribution		\$ 600,000	\$ 450,000
Overseas development assistance		\$ 260,000	\$ 100,000
Conservation grants		\$ 74,000	\$ 35,000
Friends of Iwokrama		\$ 100,000	\$ 100,000
Endowment fund		\$ -	\$ 50,000
Earned income			
Timber harvesting		\$ 59,000	\$ 251,000
Tourism		\$ 145,500	\$ 209,500
Training and consulting		\$ 145,000	\$ 185,000
Merchandise		\$ 65,000	\$ 95,000
Total income from operating activities		\$1,448,500	\$1,475,500
Direct operating budget			
Direct costs of goods and services			
Sustainable Timber Harvesting		\$ 213,778	\$ 193,053
Merchandise and Value Adding		\$ 92,176	\$ 98,395
Sustainable Tourism		\$ 326,792	\$ 221,564
Training and Consulting Services		\$ 149,306	\$ 167,709
Conservation and development activities			
Conservation & Monitoring		\$ 176,807	\$ 201,578
Community Development		\$ 101,006	\$ 142,568
Forest Research		\$ 21,147	\$ 19,902
Marketing and administrative costs			
Institutional Management and Operations		\$ 156,998	\$ 159,848
Fundraising Programme		\$ 107,404	\$ 123,021
Marketing and Public Relations		\$ 84,494	\$ 132,391
Total cash used by operating activities		\$ 1,429,908	\$1,460,029
Operating profit or loss		\$ 18,592	\$ 15,471

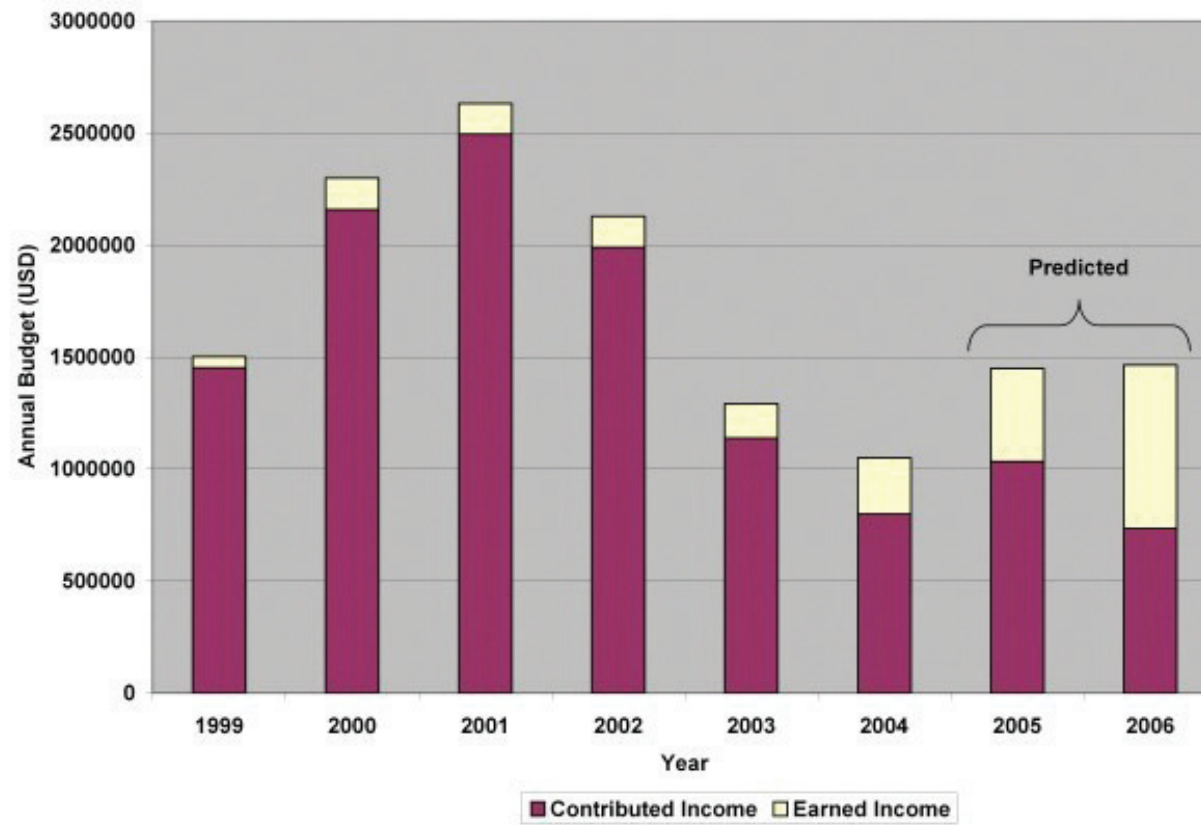
Table 2: Annual Expenses for the Iwokrama Centre for 2005-2006

Operating costs	Year	2005	2006
Salaries		\$ 768,534	\$ 798,502
Outside services		\$ 73,651	\$ 63,882
Community labour		\$ 54,385	\$ 21,954
Food supplies		\$ 20,592	\$ 24,710
Medical supplies		\$ 7,800	\$ 7,800
Office supplies		\$ 3,900	\$ 3,900
Vehicle maintenance		\$ 11,700	\$ 11,700
Transportation costs		\$ 190,759	\$ 238,150
Insurance and fees		\$ 8,632	\$ 8,960
Office rent, utilities, maintenance		\$ 55,070	\$ 60,164
Publishing costs		\$ 8,668	\$ 11,668
Computing costs		\$ 14,560	\$ 14,560
Stock purchases		\$ 53,679	\$ 58,679
Community grants		\$ 5,720	\$ 6,292
Miscellaneous		\$ 5,797	\$ 2,148
Capital costs			
Capital construction costs		\$ 110,500	\$ 11,000
Field equipment costs		\$ 35,960	\$ 35,960
Vehicle purchases		\$ -	\$ 80,000
Total cash used by operating activities		\$1,429,908	\$1,460,029

Table 3: Iwokrama Quarterly Cash Flow Budget for 2005-2006 (does not include salary contributions from the Commonwealth)

	J-M 2005	A-J 2005	J-S 2005	O-D 2005	J-M 2006	A-J 2006	J-S 2006	O-D 2006	Total
Cash on Hand (beginning of period)	200,000	231,760	211,884	208,380	233,821	145,373	199,526	314,673	
Overseas Development Assistance	0	25,000	25,000	0	0	0	0	0	50,000
Conservation Grants	18,000	18,000	18,000	18,000	8,750	8,750	8,750	8,750	107,000
Friends of Iwokrama	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	200,000
Endowment Fund	0	0	0	0	0	0	25,000	25,000	50,000
Business Revenues	129,500	100,000	100,000	100,000	235,000	175,000	175,000	175,000	1,189,500
Total Cash Receipts	172,500	168,000	168,000	143,000	268,750	208,750	233,750	233,750	1,596,500
Salaries	135,124	143,845	139,859	141,254	154,895	142,556	138,535	144,728	1,140,797
Outside Services	17,424	23,490	24,093	8,644	41,874	9,244	1,832	10,932	137,533
Casual Labour	16,247	14,560	17,510	6,069	8,452	4,525	2,798	6,179	76,339
Food Supplies	5,069	5,148	5,227	5,148	6,178	6,178	6,178	6,178	45,302
Medical Supplies	1,920	1,950	1,980	1,950	1,950	1,950	1,950	1,950	15,600
Office Supplies	960	975	990	975	975	975	975	975	7,800
Vehicle Maintenance	2,880	2,925	2,970	2,925	2,925	2,925	2,925	2,925	23,400
Travel Costs	71,224	57,943	31,849	29,744	110,435	43,106	42,585	42,024	428,910
Insurance and Fees	2,125	2,158	2,191	2,158	2,240	2,240	2,240	2,240	17,592
Rent, Utilities, Maintenance, and Security	12,944	13,830	14,256	14,040	15,041	15,041	15,041	15,041	115,234
Publishing Costs	4,395	1,417	1,439	1,417	7,417	1,417	1,417	1,417	20,336
Computing Costs	3,584	3,640	3,696	3,640	3,640	3,640	3,640	3,640	29,120
Capital Costs – Construction	1,488	15,400	59,612	34,000	4,188	3,813	1,500	1,500	121,500
Capital Costs - Field Equipment	3,929	23,990	4,051	3,990	23,990	3,990	3,990	3,990	71,920
Capital Costs - Vehicle Purchases	0	0	0	0	80,000	0	0	0	80,000
Stock Purchases	9,521	24,670	9,818	9,670	9,670	29,670	9,670	9,670	112,358
Grants to Communities	1,408	1,430	1,452	1,430	1,573	1,573	1,573	1,573	12,012
Miscellaneous	497	505	513	505	505	505	505	505	4,040
Total Cash Expenditures	290,740	337,876	321,505	267,559	475,947	273,347	237,353	255,466	2,459,793
Cash Position (end of period)	231,760	211,884	208,380	233,821	145,373	199,526	314,673	411,707	
Additional expected from Donors and Grants	150,000	150,000	150,000	150,000	118,750	118,750	118,750	118,750	1,075,000

Figure 2: Actual and predicted income for the Iwokrama Centre 1999-2006



4.5. Risks & Liabilities

Iwokrama has no significant financial liabilities. All staff members are on short-term contracts and the organization has no debt. The major risks facing Iwokrama over the coming two years are:

- *Loss of key staff or failure to recruit directors and trustees of calibre. Alleviating action: the Commonwealth will provide support for Directors and senior management support.*
- *Business failures in timber, tourism, training or merchandising. Alleviating action: businesses are built on market analyses, target monitoring for business revenues.*
- *Competitive fundraising environment leading to the non-availability of bridging funds. Alleviating action: Regular briefings for donors and focus on income generating activities.*
- *Reduction in support from the communities. Alleviating action: Quarterly meeting with community leaders and the two Iwokrama Trustees with links to Amerindian communities.*
- *Restricted road access and security issues may affect the movements of goods and visitors to the Iwokrama Forest. Alleviating action: road management programmes set as a priority and in collaboration with the Government of Guyana.*
- *Potential change to the Guyanese political environment with elections to take place in 2006. Alleviating action: Clear and open reports to donors and partners on security situation in Iwokrama area, and effects on programme activity.*



*The Iwokrama
Forest Road Corridor*



Figure 3: Location of the Iwokrama Forest in Guyana.

5. Iwokrama Overview



5.1. Vision

Iwokrama's Mission

"To promote the conservation and the sustainable and equitable use of tropical rain forests in a manner that will lead to lasting ecological, economic and social benefits to the people of Guyana and to the world in general, by undertaking research, training, and the development and dissemination of technologies."

Iwokrama's vision is for a proliferation of successful sustainable forest management programmes across the world using Iwokrama blueprints for collaborative management and business models for wise use. Iwokrama seeks to prove to the world that successful conservation comes through wise use and that protection of tropical forests can be achieved through collaborative management with local communities. The successful conservation of rainforests requires that local people and national governments see financial benefits from sustainable use. Otherwise, tropical rain forest degradation will continue unabated, as has occurred in the world since Iwokrama was proposed 14 years ago.

It is not a simple task to find ways of developing tropical forests to meet commercial, local community, and the forest's needs. The major lesson is that success rests on the ownership and commitment of local people and the combined skills of specialists and communities. The Centre has therefore fully engaged with local communities and national agencies to manage the Iwokrama Forest collaboratively. Iwokrama is an international project whose lessons are firmly grounded in the reality of the people who live in tropical forests and whose entire economies rest on the fate of their environment.

Iwokrama believes that it will succeed in its mission by developing a model for conservation that engages businesses, local communities and governments to create lasting value from the natural assets of the forest.

Iwokrama's Core Values

- *A people centred approach to conservation and wise use;*
- *Developing low volume, high value markets for multiple forest products and services;*
- *Encouraging local, national and international partnerships; and*
- *Learning by doing*

5.2. The History of the Iwokrama Centre

At the Commonwealth Heads of Government meeting in Kuala Lumpur, Malaysia in 1989, Guyana offered one million acres of tropical rain forest to the international community to show how tropical forests can provide economic benefits without destroying biodiversity. The management, conservation and sustainable development of this forest area (the Iwokrama Forest) are the responsibility of the Iwokrama Centre, which was legally established in Guyana as an autonomous corporate body governed by an international Board of Trustees and the product of a partnership between the Government of Guyana and the Commonwealth Secretariat. As a result of the Iwokrama Act, Iwokrama enjoys tax exempt status in Guyana.

Key Milestones in the History of Iwokrama

- 1989** His Excellency Desmond Hoyte, President of Guyana offers one million acres of pristine rainforest to the international community through the Kuala Lumpur Commonwealth Heads of Government Meeting
- 1993** US\$3 million grant from Global Environment Facility
- 1995** Iwokrama Agreement signed by His Excellency Cheddi Jagan, President of Guyana and Chief Ameka Anyaoku, Secretary General of the Commonwealth
- 1996** Iwokrama Act passed unanimously by the Guyana Parliament
- 1998** 10 million secured from British Department for International Development (DFID), the Canadian International Development Agency (CIDA), the European Commission and International Tropical Timber Organization (ITTO)
- 2000** HRH the Prince Charles of Wales becomes Royal Patron to Iwokrama
- 2001** Forest zoned into Sustainable Utilization Area and Wilderness Preserve
- 2002** Representative of the local North Rupununi communities appointed to the International Board of Trustees
- 2003** Significant reduction in donor funding forced considerable cost cutting as annual operating costs were cut from US\$2 million per year to US\$1.2 million.

The radical changes that took place through 2003 as a result of reduced funding have left Iwokrama a leaner and more focused organization. Efficiency has increased dramatically through a shift back to team-based structures and away from a departmentalized organizational structure. Under the new task-oriented structure, employees now work with clear work plans, under a new salary scale (with parity for expatriate and local staff) and in a supportive working environment that recognizes and values the contribution of each staff member.

5.3. Management Structure

5.3.1. International Board of Trustees

The International Board of Trustees (IBOT) has ultimate responsibility for the Iwokrama Centre. The IBOT determines the policies and priorities of the Iwokrama Centre; approves annual work plans and budgets; approves contracts; appoints the Director General and plays a substantial role in raising funds. The Director-General reports directly to the Board and, assisted by Iwokrama's staff, implements the policies of the Board.

The interests of Guyana are represented on the IBOT by the joint appointment of the Chair of the IBOT by the President of Guyana and the Commonwealth Secretary-General. Four of the fifteen trustees are appointed by the President of Guyana, two by the Commonwealth Secretary-General and eight by both. The Iwokrama Director-General is the ex-officio Secretary to the Board.

The following are the current members of the Board of Trustees

- Mr. Winston Cox, *Acting Chairman, Deputy Secretary-General, Commonwealth Secretariat*
- The Hon. Mr Rudy Insanally, *Minister of Foreign Affairs, Guyana*
- The Hon. Ms Carolyn Rodrigues, *Minister of Amerindian Affairs, Guyana*
- Mr. Sydney Allicock, *Surama Village, Guyana*
- Mr. James Singh, *Commissioner of Forests, Guyana Forestry Commission, Guyana*
- Mr. Richard Burge, *Management Consultant, UK*
- Mr. Richard Olver, *Associate Director, United Nations Development Group Office, USA*
- Mr. John Forgach, *McCluskey Fellow, Yale School of Forestry & Environment Studies, USA*
- Fr. Malcolm Rodrigues, *Karasabai Village, Guyana*
- Mr. Alex Armstrong, *Management Consultant, UK*
- Mr. David Cassells, *World Bank-WWF Alliance, Australia*
- Dr. Graham Watkins, *Director General, Iwokrama, Guyana*

There are currently four open board seats.

The Board of Trustees meets every six months and there are three sub-committees which meet more frequently:

- *Finance and Fundraising Committee - with responsibility for all aspects of funding and finance related issues and chaired by Mr Richard Burge*
- *Programme Committee - with responsibility for programmatic oversight of the Iwokrama Centre, chaired by Mr Richard Olver*
- *Nominating Committee - with responsibility for the selection and appointment of executive directors as well as the proposal of new trustees, chaired by Minister Rodrigues*

5.3.2. Senior Staff

The following chart details the functional responsibilities of the Directors. The compact management structure ensures responsibility for each programme area is clear but allows maximum contribution of all Directors across programmes. The Chairman of the Board and the Director General work closely to translate board decisions into actions for the executive team.

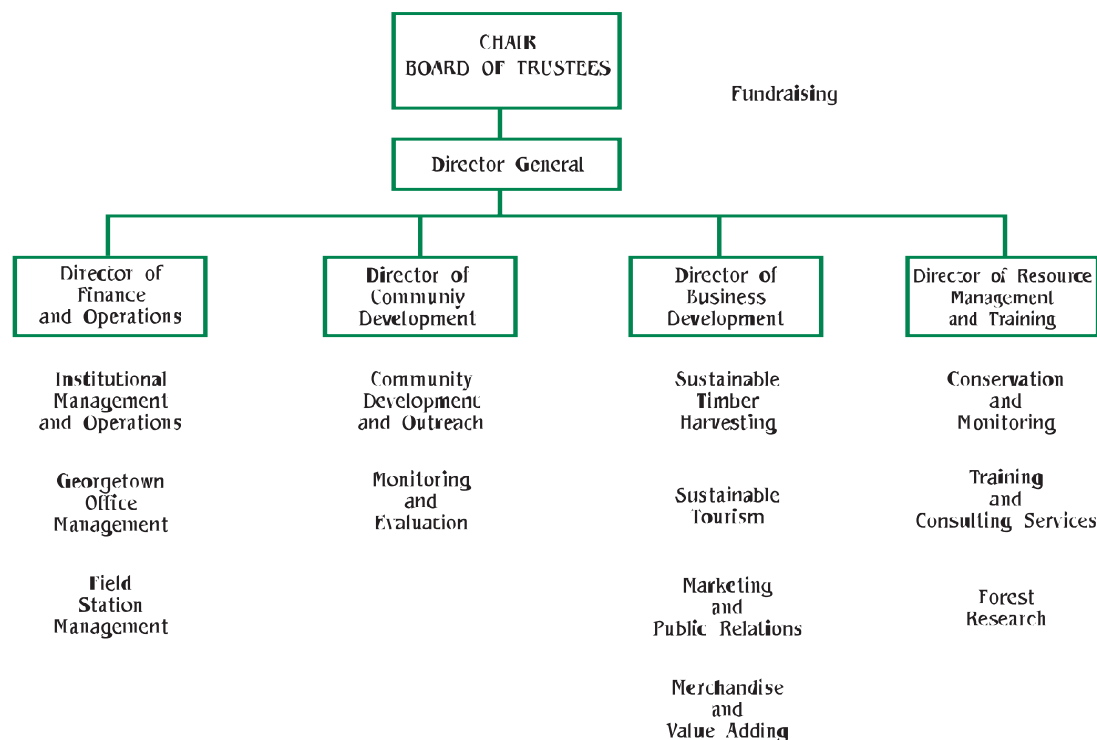


Figure 4: Directorate Responsibilities

The *Director-General* is responsible for all aspects of the organization and for the overall success of Iwokrama. The current Director-General of Iwokrama is Dr Graham Watkins, who has over 15 years of experience working on natural resource management in South America. Dr. Watkins has extensive experience and understanding of multi-stakeholder approaches to management including working with local communities, Government, civil society and private sector. In addition to managing the other four Directors, the Director General has direct responsibility for Iwokrama's Business Planning and the Fundraising Programme. This position is supported by the Commonwealth Fund for Technical Cooperation.

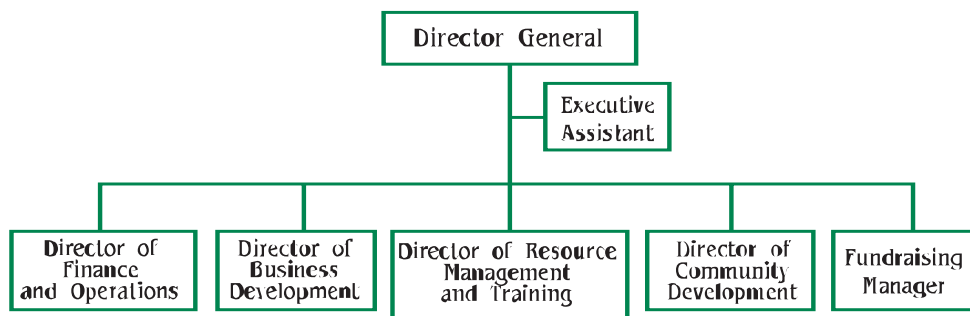


Figure 5: Reporting structure for the Director General

The *Director of Business Development* is responsible for all aspects of business creation and development. The Director is directly responsible for the commercial success of the Sustainable Timber Harvesting, Sustainable Tourism and Merchandise & Value adding, as well as owning the Marketing & PR and all aspects of external communications. The chart below illustrates the resources managed by the Director of Business Development. A candidate for this position is currently being recruited for and is expected to be filled by the end of 2004 and will be supported by the Commonwealth Fund for Technical Cooperation (CFTC).

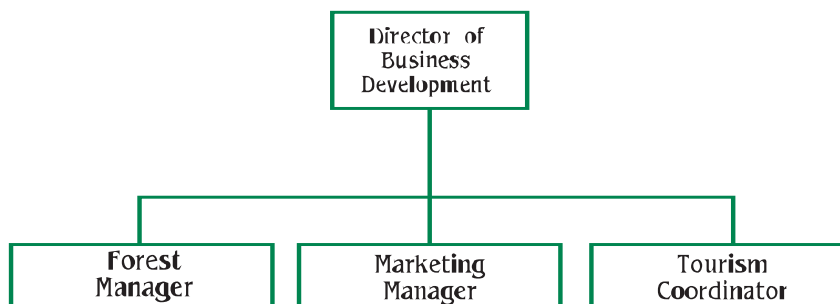


Figure 6: Direct reporting structure for the Director of Business Development

The *Director of Resource Management and Training* is responsible for the general management of the Iwokrama Forest. They are responsible for the Conservation & Monitoring Programme, Training & Consulting Services and Forest Research. Currently, Dr. David Singh, who has worked in Guyana on environmental management and training for over 10 years, is the present Director of Resource Management and Training.

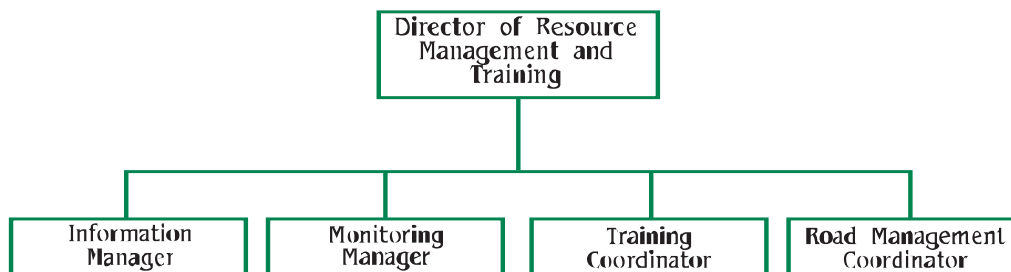


Figure 7: Reporting structure for the Director of Resource Management and Training

The *Director of Community Development* is responsible for the Community Development Programme. This involves engaging the local communities in Iwokrama's activities and for ensuring that institutions are developed to enable communities to collaborate in the management of the forest. In addition, the Director is responsible for developing and implementing a social and cultural impact monitoring tool and ensuring that lessons learned are used to modify Iwokrama practices. This position will be filled early in 2005.

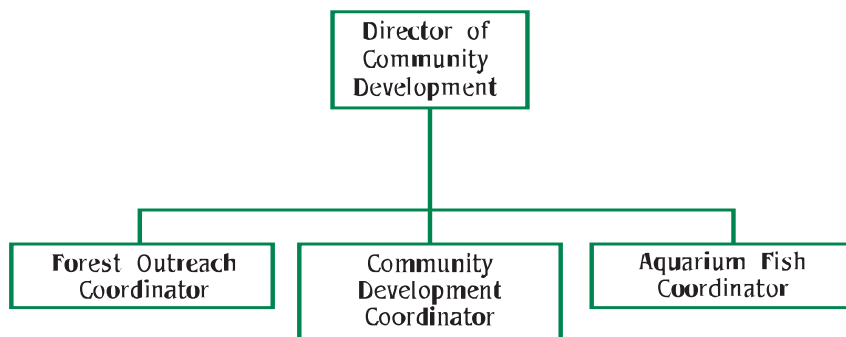


Figure 8: Reporting structure for the Director of Community Development

The *Director of Finance & Operations* is responsible for Institutional Management & Operations, which incorporates the operational management of Iwokrama and the day-to-day running of both the office in Georgetown and the Field Station. They are responsible for Iwokrama's financial control and for the proper accounting of its activities. Mr. Dane Gobin, a businessman with substantial experience in managing and running businesses in Guyana is the present Director of Finance and Operations.

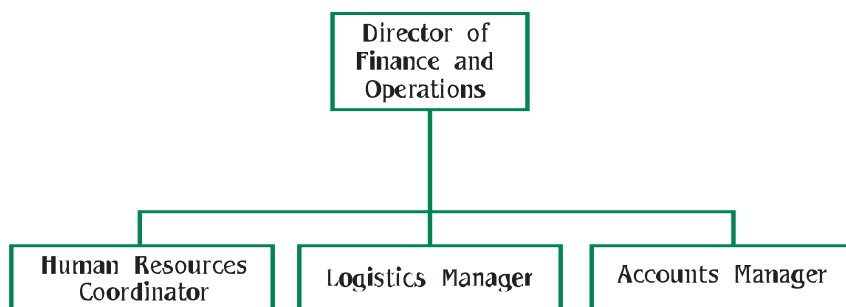


Figure 9: Reporting structure for the Director of Finance and Operations

In total, Iwokrama currently employs 50 people and this number is expected to increase to 75 by 2007. Iwokrama has in the past made considerable use of volunteers & interns, some at very senior level, under the CSAP programme operated by the Commonwealth. Access to this expertise is invaluable and Iwokrama will continue to utilize the support of such volunteers.

5.3.3 Strategic Partners

Iwokrama operates in close partnership with a series of local, national and international partners. The two main partners for the Centre are the Government of Guyana and the Commonwealth Secretariat. The Centre has also developed Memoranda of Understanding with the North Rupununi District Development Board (NRDDB) which represents local communities and further Memoranda with the Guyana Forestry Commission (GFC) and the Environmental Protection Agency and a working relationship with the National Parks Commission and Guyana National Zoo; the Centre works closely with the University of Guyana, the Ministry of Amerindian Affairs and the Ministry of Foreign Affairs in Guyana. Iwokrama also has developed strong partnerships with various international organizations including the Academy of Natural Sciences in Philadelphia, USA; the Guyana Marine Turtle Conservation Society; the Guyana Office of Conservation International; the Jacksonville Zoo in Florida, USA; the Mamirau Institute for Sustainable Development in Amazonas State, Brazil; the National Audubon Society, New York, USA; the Philadelphia Zoo, Philadelphia, USA; and the World Wildlife Fund Guiana Shield Forest Conservation Programme. Iwokrama is now entering into a series of strategic partnerships with private sector companies in Guyana for tourism and timber development.

Iwokrama Collaborative Management Partnership

Since 1996, Iwokrama has worked closely with the North Rupununi communities through the NRDDB to manage the Iwokrama Forest. The collaborative relationship was initially based on addressing problems of mutual interest and extensive consultations for planning for the Iwokrama Forest. In January 2004, Iwokrama and the NRDDB signed an initial collaborative management agreement, with a second more specific agreement to be signed in late 2004. In addition, a representative from the local communities now sits on the Iwokrama Board of Trustees – the main decision making body for the Iwokrama Centre.

5.4. Assets

5.4.1 The Iwokrama Forest

The major asset of the Iwokrama Centre is the 370,000 Ha Iwokrama Forest which sits in the heart of Guyana (see Figure 3). The forest is divided into two distinct areas – the Sustainable Utilization Area (SUA) and the Wilderness Preserve (WP). It sits alongside the Rupununi Wetlands and together, these two areas boast an extraordinary biodiversity including the highest recorded number of species of fish (over 420) and bats (over 90) in the world. Iwokrama and the Rupununi are also home to healthy populations of some of the world's largest and most endangered species including the Harpy Eagle, the Jaguar, the Giant Anteater, the Giant River Otter, the Arapaima, the Anaconda, the Black Caiman, the Giant River Turtle and the Bushmaster.

The Iwokrama Forest and Rupununi wetlands are an extraordinary ecosystem. They encompass a range of habitats including over 200 lakes, braided rivers flowing over volcanic dykes, 1000 metre mountains, lowland tropical rain forests, palm forests, and seasonally flooded forests and savannahs. The area is also the homeland of the Makushi people who continue to live in the area and use the forest and wetland resources from the area.

The Iwokrama Forest represents a highly significant contribution from the people of Guyana to the success of the Iwokrama Programme.

Iwokrama Forest Inventory

- 370,000 Hectares (3,700 square kilometers) of lowland tropical Rain Forest
- 1,000 Metre Iwokrama Mountain Range
- Historical Petroglyphs dating to 7,000 BP as part of the Makushi homeland
- Over 420 species of fish; over 90 species of bats; over 475 species of birds
- Endangered species including Harpy Eagle, Jaguar, Giant Anteater, Giant Otter, Black Caiman, Scarlet Macaws, and Tapir

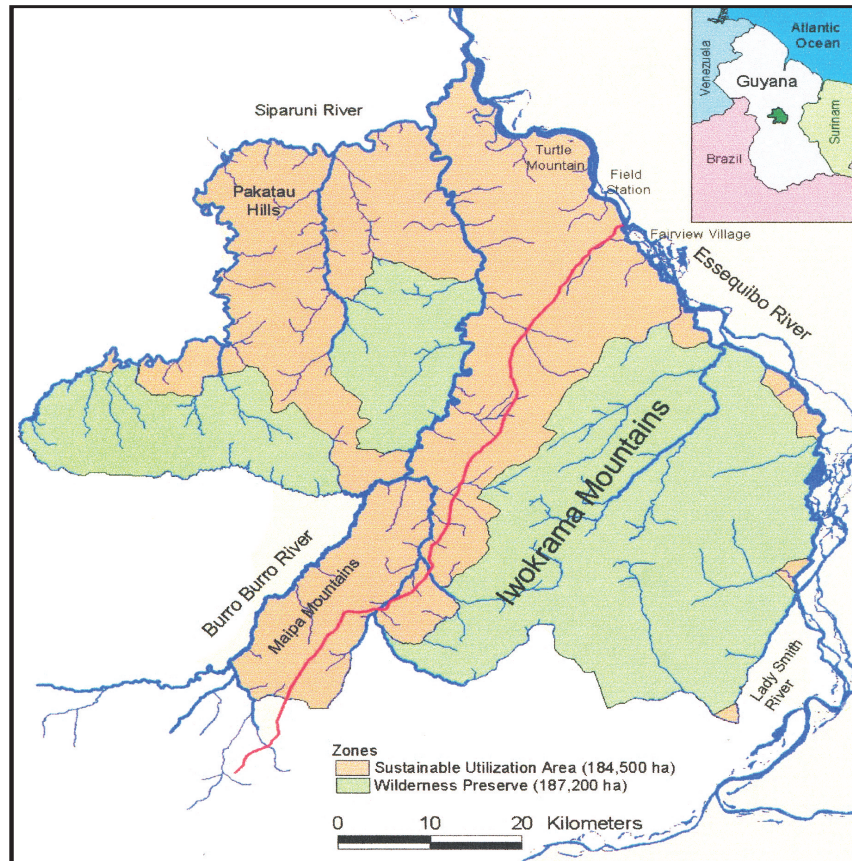


Figure 10: Iwokrama Forest Wilderness Preserve and Sustainable Utilisation Area

5.4.2 Infrastructure

5.4.2.1 Field Station

The Field Station provides the living and working environment for forest activities, including business development, road management, education, ecotourism, communications and research. A new library, kitchen garden and shop were opened in 2005. The teaching centre includes a large hall, a computer laboratory and a library and guest area. The Field Station is now linked to the outside world through the installation of satellite-based Internet and Email. The present facility can accommodate up to 15 paying visitors in three cabins; and has staff accommodation for 36 persons. Improvements to the road over the past 12 months have made a considerable difference to the accessibility of the Field Station.

5.4.2.2 Ranger Stations

In addition to the Field Station, there are two permanent Ranger stations, at Corkwood and Kurupukari, the points at which the road enters and leaves the forest. They are located strategically for the management of the Georgetown-Lethem road.

5.4.2.3 Canopy Walkway

A significant investment has been made in the only Canopy Walkway in the Guiana Shield accessible and suitable for tourists. In 2002, the Greenheart Construction Company of Canada designed and built the 154-metre (168 yard) long canopy walkway near the southern boundary of the Iwokrama Forest. The facility is based on new technology known as the Tree-Hugger (patent pending). This allows the trees in the system to move naturally and grow normally. It is made entirely of aluminium and is suspended by steel ropes.

5.4.2.4 Turtle Mountain Campsite

The campsite at Turtle Mountain is an established base beyond the Field Station providing a step-off point for treks and trails into the Iwokrama Forest. The camp site can accommodate up to 30 persons in hammocks in three benabs; the site also has a kitchen, dining room, and small research laboratory.

5.4.2.5 Vehicles and Boats

Iwokrama presently has two eight-seat Toyota land cruisers, a Bedford truck, and a Toyota pick up truck. The Field Station also has three outboard motor boats and four canoes to transport staff, visitors, and equipment.

5.4.3 Intellectual Property

5.4.3.1 Collaborative Management

The Iwokrama Centre is a global leader, and has major comparative advantage, in approaches to working with local people. One of Iwokrama's major strengths has been the Centre's capacity to collaborate with local communities and other partners in the management of the Iwokrama Forest and surrounding areas. The foundation for collaborative management has been laid through the recognition of indigenous rights (including intellectual property rights) in the Iwokrama Act and the implementation of shared decision making mechanisms (collaborative management agreements and consultations with the NRDDB and direct representation of communities on the Iwokrama Board of Trustees). Iwokrama has also recently finalized a series of draft protocols and agreements to manage the use of intellectual property.

5.4.3.2 Research

Iwokrama has undertaken a number of natural, social, economic and cultural resource surveys in the past. The techniques used in these surveys and the outputs they produced are a significant asset for Iwokrama. The Iwokrama Forest is the best understood ecosystem in Guyana, and ranks with study sites in French Guiana. The whole of the Iwokrama Forest has been effectively surveyed for vertebrates, flora, timber trees, archaeological remains and fungi; there still remains substantial work to be completed on invertebrates and further work on archaeology and the flora. In addition, Iwokrama has worked closely with local communities to develop resource maps and collaborative studies of natural resources in the Rupununi Wetlands.

Iwokrama also completed strategic ecological inventories of the Sustainable Utilisation Area (SUA) including examining key timber and non-timber forest products (NTFPs) in (0.1 hectare) plots. These surveys provided information for management planning for timber and NTFP businesses in the (185,000 hectare) SUA. A more complete ITTO-funded timber inventory was also completed in 2003 in conjunction with the Guyana Forestry Commission.

5.4.3.3 Forest Management Plan & Planning Tools

Draft management plans have been prepared for the Road Corridor, Wilderness Preserve and the Sustainable Utilisation Area and have been integrated into a draft Iwokrama Forest Management Plan. Iwokrama also undertook a very detailed zoning process and has published several methodologies for zoning addressing model development and participatory processes for planning.

In addition to the plans, a strategic decision-support system, IWOPLAN, was developed to help identify opportunities for timber and NTFP harvesting in the Iwokrama Forest. The system is fully adaptable and can be used to support management of areas outside the Iwokrama Forest. IWOPLAN integrates Geographical Information Systems (GIS), commercial timber and NTFP growth models, and operational cost models. This integration permits evaluation of the best areas for harvesting, the likely costs and estimated returns for each harvest unit.

6. Sustainable Timber Harvesting



6.1. Overview

Sustainable timber harvesting is one of the cornerstones of Iwokrama's business plan for the next two years and possibly its most ambitious project to date. The objective is to create a truly sustainable timber harvesting operation in the Iwokrama forest that is commercially sound with significant beneficial interests for the local communities. It is also expected to generate an income for Iwokrama. The plan below illustrates the key milestones and activities required to achieve this objective.

It is Iwokrama's intention to create a cross sectoral business partnership involving a wholly owned subsidiary of the Iwokrama Centre - Iwokrama Timber Products Incorporated - an existing Private Sector Company operating in the Guyanese timber market, and the local communities of the Rupununi, as represented by the NRDDB. This new joint venture company will manage timber operations within the Iwokrama Forest while the Centre undertakes monitoring and provides services to the new company.

By the end of 2004, the Centre will have a GFC approved forest management plan and will have undertaken extensive harvest inventory and planning work to begin harvesting early in 2005.

ID	TASK NAME	2005				2006				2007				2008				2009	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
18	Fire Management	[Green bar spanning Q1 2005 to Q4 2007]																	
21	Inventory & Harvesting Planning 2005	[Green bar spanning Q1 2005 to Q4 2005]																	
50	Inventory & Harvesting Planning 2006	[Green bar spanning Q1 2006 to Q4 2006]																	
39	Inventory & Harvesting Planning 2007	[Green bar spanning Q1 2007 to Q4 2007]																	
48	Tender Process for Timber	[Green bar spanning Q1 2005 to Q4 2005]																	
68	KIL Training	[Green bar spanning Q1 2005 to Q4 2005]																	
73	Certification of Timber Harvesting	[Green bar spanning Q1 2006 to Q4 2006]																	
81	General Management for Timber Harvesting	[Green bar spanning Q1 2005 to Q4 2007]																	
96	Nibbi & Kula Harvesting Management	[Green bar spanning Q1 2005 to Q4 2005]																	
103	Timber Harvest Regulation	[Green bar spanning Q1 2005 to Q4 2005]																	

Figure 11:
Programme Plan
for Timber Harvesting

6.2. Forest Management Plans

Draft management plans have already been prepared for the Road Corridor, Wilderness Preserve and the Sustainable Utilisation Area and have been integrated into a draft Iwokrama Forest Management Plan.

The final Iwokrama Forest Management Plan will provide Iwokrama Timber Products with the overall guidance and direction on how to operate within the Forest. In addition to the plan, Iwokrama's Forest Manager will be responsible for completing the annual inventories and harvesting plans on behalf of the Timber Partnership and ensuring that the company complies with the plans and regulations of the Centre. The harvesting plans will form part of the contract between the partners and will ensure that Iwokrama retains some control over which trees are felled and where in the Forest they are harvested.

The Iwokrama Forest Management Plan will also include a section on fire management as identified in the Environmental Impact Assessment and a section on local community harvesting of Non-Timber Forest Products including Nibbi and Kufa (aerial vines used for furniture production).

6.3. Tender Process

It is Iwokrama's intention to create a tri-partite partnership between an existing Private Sector Company already operating in the Guyanese Timber market, the local communities of the Rupununi, as represented by the NRDDB and itself. This partnership will be granted a concession license to harvest timber from the Iwokrama forest in a sustainable manner.

The appointment of the private sector partner is critical for Iwokrama and as such the tender process for this partner will be given considerable priority throughout the Iwokrama organization. As with all Iwokrama's external appointments, the tender process will be carried out in a completely transparent and open manner and to the best of Iwokrama's ability, all potentially interested parties will be given the opportunity to tender. To be selected, a potential partner will need to demonstrate that their organization meets Iwokrama's requirements for partners as well as having:

- *Relevant industry experience*
- *Financial security required for such an operation*
- *Access to local and international markets*
- *Suitably trained staff and the relevant equipment to undertake the operation*
- *Willingness and capacity to work in partnership with Iwokrama and local communities*
- *An understanding that the development of a model business may not result in substantial short term economic profits*

In addition, the potential partner will need to demonstrate clearly how their organisation would fulfill each of the following stages involved in the timber production process:

- *Harvesting*
- *Sawing*
- *Dressing*
- *Kiln-drying*
- *Transportation*
- *Local Sales & Marketing*
- *International exports*

It will be made clear to all prospective partners that Iwokrama would favour organizations that spread the risks of production through outsourcing to specialist companies. One such outsourcing contract to be considered is for the Makushi Yemekun Cooperative to carry out the logging in the forest.

6.4. RIL Training

Once Iwokrama Timber Products has been created and resources have been selected for the actual logging operations in the forest, Iwokrama's Forest Manager will provide them with Reduced Impact Logging training. This will consist of a 2-month, ITTO approved, training programme for all involved in the logging operations to ensure that they carry out the logging in a sustainable manner and that they understand their commitments under the terms of the concession from Iwokrama.

6.5. Certification of Timber Harvesting

The Director of Resource Management and Training will be working with WWF funding to obtain Forest Stewardship Council certification for the Iwokrama Forest. It is likely this certification will take place through the application of the national certification standard as being developed by the Guyana National Initiative on Forest Certification. Once obtained, this will be of considerable advantage to the Timber Partnerships' marketing efforts. A major component of the certification process is the provision of an environmental permit by the Guyana Environmental Protection Agency.



Forest Inventory Worker inspecting a large Kabukalli tree.

6.6. Business Support & Regulation

As a full member of the partnership, Iwokrama will be expected to provide support for the business through marketing as well as fulfilling its regulatory obligations as the body granting the concession. Aside from the operational support provided by the Forest Manager described above, Iwokrama's Director General will sit on the Board of Directors and the Director of Business Development will participate as part of the executive management team for the partnership.

It is Iwokrama's intention to regulate the company in such way as to meet its own rules for business development, namely that businesses operating in the Iwokrama forest should be neither advantaged nor disadvantaged in relation to their competition as a result of their working with Iwokrama. Iwokrama's own income from this activity will be based on the standard concession fees and royalties as would normally be charged by concession agencies in Guyana and on a share of any profits made by the partnership.

It will be a stipulation of the partnership contracts that Iwokrama retain a veto over certain aspects of the partnership, in particular any distribution or dividend to shareholders of more than 50% of profits in any one year; any change to the relative shares of the partnership; or any significant loans, debts or other financial commitments that are to be taken on by the partnership and which could put local communities at risk if defaulted on.

The Director of Resource Management and Training and his monitoring team will be responsible for ensuring that Iwokrama successfully monitors the impacts of the logging activities on the Forest and regulates the operational activities of the Timber Partnership to ensure it meets its contractual obligations to sustainable harvesting.

6.7. Financial Summary

Table 4: Annual Income And Expenditure for timber harvesting²

Revenue budget	2005	2006
Concession fees	\$ 1,000	\$ 1,000
Royalties	\$ 50,000	\$ 75,000
Profit share	\$ 8,000	\$175,000
Total income from operating activities	\$ 59,000	\$251,000
Direct operating budget		
Fire Management	\$ 18,292	\$ 18,762
Inventory & Harvesting Planning 2005	\$ 3,578	\$ -
Inventory & Harvesting Planning 2006	\$ 33,152	\$ -
Inventory & Harvesting Planning 2007	\$ -	\$ 29,279
Tender Process for Timber	\$ 11,986	\$ -
RIL Training	\$ 16,721	\$ -
Certification of Timber Harvesting	\$ 38,234	\$ -
General Management for Timber Harvesting	\$ 61,411	\$ 86,744
Nibbi & Kufa Harvesting Management	\$ 8,186	\$ -
Timber Harvest Regulation	\$ 20,141	\$ 29,131
Indirect operating budget		
Allocation from field station operational costs	\$ 16,030	\$ 23,585
Allocation from general office costs	\$ 5,327	\$ 5,551
Total cash used by operating activities	\$213,778	\$193,053
Net contribution or investment	-\$154,778	\$ 57,947

² Timber financial assumptions- Assumed that Iwokrama Timber Products sales of 2700m³ in 2004, 4500m³ in 2005 and 5400m³ in 2006 (export) sales and about 7% of export sales as local sales; GFC standard concession fees are US \$0.08 per acre for under 20,000 acres; Royalties based on US\$ 12.50 per m³ of saion timber; Profit share is 35% of expected EBIT of Iwokrama Timber Products; Private sector partner will fund all equipment and working capital.

7. Sustainable Tourism



7.1. Overview

Over the past five years, significant effort and resources have been invested in developing Iwokrama as an eco-tourism destination, for both overseas visitors and Guyanese. Tourism generated an annual revenue stream of US\$80,000 over the last two years and is expected to earn US\$135,000 in 2004, although operating at a loss.

The numbers of tourist visitors to the Iwokrama region has historically been low because of the low numbers visiting Guyana, the relatively high costs of traveling to the area and comparatively weak marketing. The improvements to the Georgetown-Lethem road in the last 12 months have reduced the relative high transportation costs but income from tourism in the area remains highly dependent on the total number of tourist visitors to Guyana itself. The Government of Guyana is planning to increase their investment in tourism over the next two years, so it is reasonable to expect an increase in the number of visitors. In addition, there is already notable growth in the Caribbean tourism market as visitors shift from war-torn areas of the world to new and developing locations.

Iwokrama does not have the funds available to invest significantly in the sales and marketing of its own tourism offering and consequently plans to work closely with other tourism organizations in Guyana to help build the tourism market. Iwokrama is expecting to play a key role in the development of the North Rupununi Tourism Association and maintain close relationships with the Guyana Tourism Authority (GTA) and the Tourism and Hospitality Association of Guyana (THAG).

Iwokrama's main objectives from tourism for the next two years are to:

- *Triple visitor numbers from 2004 levels and increase income by 60%*
- *Develop new horizontal products and improve vertical products*
- *Substantially improve existing horizontal products through research and interpretation*
- *Increase profitability on current products*
- *Invest in human resource capacity at field station to increase future earnings*
- *Regularize private sector relations with respect to tourism marketing and sales*



Canoeing in the Iwokrama Forest

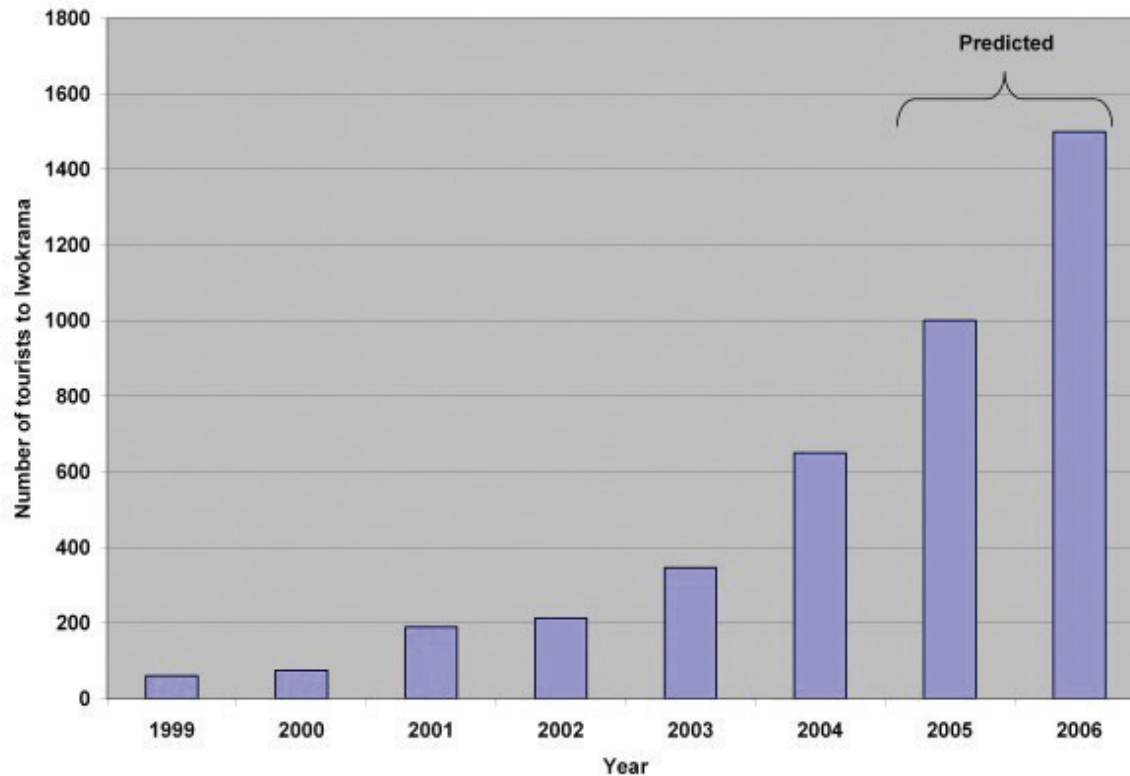


Figure 12: Actual and predicted tourism visitation for the Iwokrama Forest 1999 - 2006

The plan to achieve these objectives relies heavily on concessioning Iwokrama's current tourism attractions and a significant capital investment in the Field Station to increase its capacity. It is the responsibility of the Director of Business Development to manage Iwokrama's tourism operations with the Director of Finance & Operations overseeing operational support both in the Field Station and at the Georgetown Office. Tourism development will be managed by the Director of Business Development, working closely with the Logistics Manager in the field and the Marketing Manager in Georgetown. In addition, the Director of Resource Management and Training and the Monitoring Manager will undertake regular reviews of the impact of tourism in the Iwokrama Forest.

Tourism provides Iwokrama with some of the best opportunities for creating local community enterprises. For example, Iwokrama intends to support the local communities in the creation of a shuttle transportation service between Georgetown and the North Rupununi. It is expected that this will both reduce the costs to Iwokrama of providing transport services for its visitors and provide the local communities with an enterprise opportunity. There are also numerous opportunities for the creation of trails, wildlife viewing facilities, specialist tours and linked craft sales. This is discussed further in the section on Community Development.

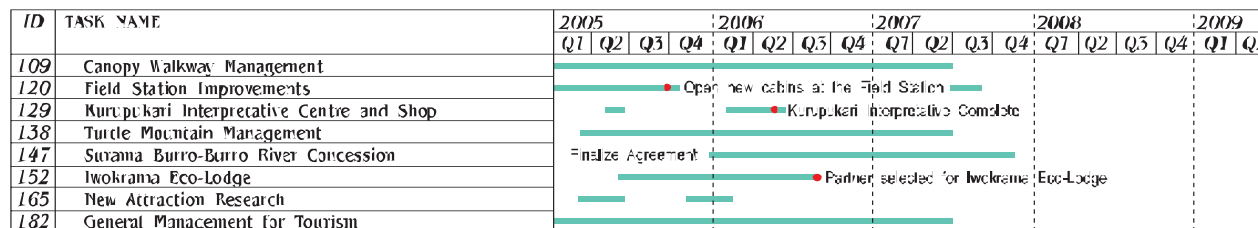


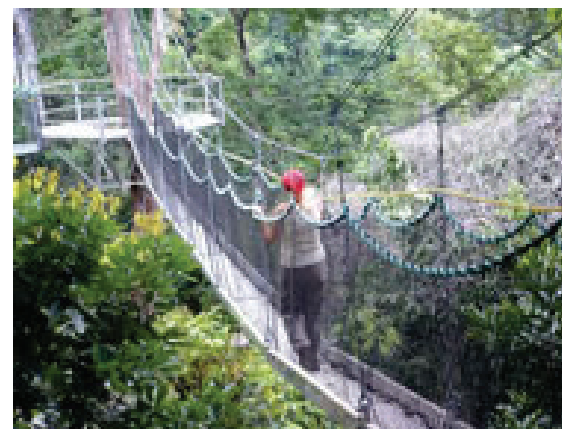
Figure 13:
Programme plan for
tourism development

7.2. Canopy Walkway Concession

The management and day-to-day operations of the Iwokrama Canopy Walkway and other concessions in the Iwokrama Forest will be licensed to private sector companies working with local communities. The tender process to identify a suitable partner for the Canopy Walkway began in the latter part of 2003 and will be concluded by the end of 2004. The private sector partner will manage the walkway and the camp site under the terms of the final agreement and a Site Management Plan.

7.3. Field Station Improvements

Iwokrama aims to establish the Iwokrama Field Station as a tourism attraction for Guyana and including the construction of five new cabins, a new bunk-house for staff, improvements to the water supply system, construction of a viewing tower and hospitality training for the staff drawn from the local community. The construction represents a significant programme of change for the field station and will require external project funding.



Iwokrama Canopy
Walkway

The overall objective is to enable Iwokrama to attract more visitors to the Iwokrama Forest and the Rupununi. These visitors require accommodation for groups of up to 16 in double occupancy cabins who will stay for between three and eight days in the Iwokrama Forest and Rupununi Wetlands. The proposed enhanced capacity at the field station will allow Iwokrama to attract visitors, as larger groups, from Guyana and the Caribbean for training courses, workshops, meetings and events at the field station. Increased accommodation will allow Iwokrama to take full advantage of the restaurant and conference capacities (capacity 100) already existent at the field station.

7.4. Interpretative Centre & Shop

This development will be managed as part of the project to enhance the Field Station and involves the creation of a separate facility at the Kurupukari Ranger station. The Georgetown to Lethem road enters the Iwokrama Forest at Kurupukari and the landing is also the site for the ferry river crossing. Positioning an interpretative center here will provide an opportunity to educate people passing through the Forest, either in their own vehicles or on the buses between Lethem and Georgetown. It is also well positioned between Lethem and Georgetown to offer fuel supplies, comfort facilities, a café and convenience shop. Iwokrama intends to work with the villagers of Fairview and private sector investors to help them create and manage this facility.

7.5. Turtle Mountain Concession

Turtle Mountain offers a great experience for visitors to the Iwokrama Forest. Turtle Mountain top offers fantastic views across the forest canopy; involves a manageable trek through the forest to reach it and is easily accessible from the Field Station along the Essequibo River. Iwokrama has invested US\$30,000 in developing a campsite and overnight accommodation at the base of the mountain and it will seek a private sector partner to manage the site under license. The process for identifying the partner company to take up this license will mirror that for the Canopy Walkway and is expected to be completed in 2004.



*Turtle Mountain
Camp Site*

7.6. Burro-Burro River Concession

The Burro-Burro River offers an excellent opportunity for canoe trips through the heart of the Iwokrama Forest. Iwokrama will work with Surama Village to develop and offer this canoe trip which will include overnight stays at four camps along the river.

7.7. Eco-Lodge Concession

Even once the Field Station has been enhanced to increase capacity, there will still exist an opportunity to create an eco-lodge offering a higher level of accommodation than is currently available in the Iwokrama Forest or the surrounding area. These lodges have proved successful in many parts of the world and given its proximity to the Caribbean tourist market, Iwokrama believe that Guyana would make an ideal location for such a business.

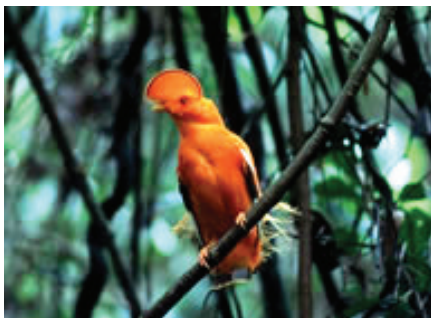
This project is still at the concept stage and it will take considerable planning for it to become reality. The expectation is that over the next two years, these plans will become clear enough for Iwokrama to seek development partners and finance for the project.



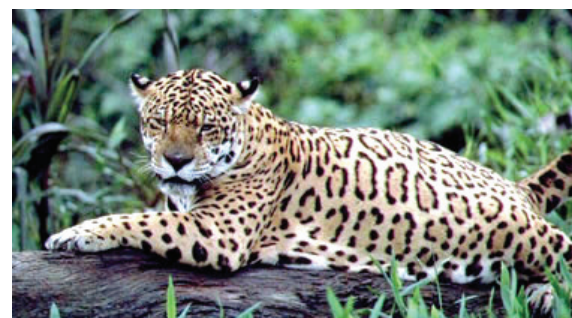
*Jaçana on Giant
Water Lillies*

7.8. New Attraction Research

The Iwokrama Forest and Rupununi Wetlands require substantial product development to meet market demands. Iwokrama will work on developing new trail systems and observation opportunities for wildlife while also improving the capacity of local guides to deliver and interpret wildlife to visitors. The focus of this research and development programme will be the Giants of El Dorado (Jaguar, Giant Otter, Puma, Harpy Eagle, Anaconda, Tapir, Black Caiman, Giant River Turtle, Arapaima, Giant Armadillo, Giant Anteater, and Bush Master) and the 35 key species of birds that are the targets for many birding trips.



*Cock of The Rock-
One of 11 cotingas*



*The Jaguar.
One of the
El Dorado Giants*

7.9. Financial Summary

Table 5: Annual operating Income And Expenditure for tourism development⁵

Revenue budget	Year	2005	2006
Meals at the field station		\$ 50,000	\$ 75,000
Accommodation at the field station		\$ 25,000	\$ 60,000
Activities		\$ 14,000	\$ 30,000
Canopy walkway concession fees		\$ 2,000	\$ 2,500
Canopy walkway use fees		\$ 1,500	\$ 2,500
Turtle mountain concession fees		\$ 2,500	\$ 3,000
Turtle mountain use fees		\$ 500	\$ 1,500
Forest visitor fees		\$ 10,000	\$ 15,000
Transportation		\$ 40,000	\$ 20,000
Total income from operating activities		\$145,500	\$209,500
Direct operating budget			
Canopy Walkway Management		\$ 8,728	\$ 7,500
Field Station Improvements		\$ 140,992	\$ 9,467
Kurupukari Interpretative Centre and Shop		\$ 2,973	\$ 25,213
Turtle Mountain Management		\$ 9,750	\$ 5,588
Surama Burro-Burro River Concession		\$ 480	\$ 480
Iwokrama Eco-lodge		\$ 13,341	\$ 23,657
New Attraction Research		\$ 26,169	\$ 4,921
General Management for Tourism		\$ 65,615	\$ 62,882
Indirect operating budget			
Allocation from field station operational costs		\$ 48,089	\$ 70,755
Allocation from general office costs		\$ 10,654	\$ 11,102
Total cash used by operating activities		\$326,792	\$221,564
Net contribution or investment		-\$181,292	-\$ 12,064

⁵ Tourism financial assumptions-2005 Income based on 1,000 overnight visitors; 2006 Income based on 1,500 overnight visitors; Visitor fees to forest are US\$ 15 with US\$5 committed to a community fund; figures do not amortize/depreciate any capital investment.

8. Training & Consulting Services



8.1. Overview

Iwokrama has developed considerable expertise and Intellectual Property in a number of areas of Protected Area Management, particularly Collaborative Management. The Iwokrama Forest is the only functional protected area in Guyana and as such has a great deal to offer other protected areas in Guyana. Over the next two years will develop a number of affordable and accessible training packages that will enable other organizations to benefit from their experience. This will be achieved through both residential training courses based at the Field Station and through consultation projects sold on a per diem day rate basis.

Over the course of the next two years, Iwokrama expects to create a steady and profitable income stream from both training and consultancy services. Overall responsibility for delivering these services and for the associated budgets will fall to the Director of Resource Management and Training, however the design of training courses and the development of a consulting techniques and concepts will require input from all members of the senior management team.

The specific training courses that Iwokrama intends to offer during the next two years are

- Protected area ranger training
- Tropical rainforest tour guide training
- Collaborative management training for forest managers
- In conjunction with the MRDDB, collaborative management training for local communities

These courses are described in more detail below. Consulting services will be concentrated at the management level and will focus on Collaborative Management and Forest Management techniques. Iwokrama expects to be offering these services to client organizations by 2007.

ID	TASK NAME	2005				2006				2007				2008	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
205	Managing Directors and interns	Course													
206	Ranger Training	Course				Course				Course					
224	Guide Training	Course				Course				Course					
244	Collaborative Management Training	Course				Course				Course					
266	Guyana Shield Protected Areas Support	Course				Course				Course					
285	Iwokrama Knowledge & Training Institute	Course													

Figure 14:
Programme plan for
training services

Iwokrama's involvement in the creation and development of the Guyana Protected Area System (GPAS) is included within the Training and Consultancy programme. This is because Iwokrama's involvement is expected to validate Iwokrama's credentials in the field of protected area management and add significantly to its training and consultancy offering. The other organizations involved in GPAS are also all potential customers for Iwokrama's services.

8.2. Ranger Training

Building on the success of the original DFID-funded two-year Ranger training course, Iwokrama launched the one-year long modular, comprehensive, residential Iwokrama Forest Ranger Training Programme in 2002. Iwokrama received its first external sponsorship from Conservation International-Guyana, which sent four staff on the course. DFID sponsored the remaining trainees, all of whom were from local communities: the majority being from Regions 8 and 9. Eleven Iwokrama Rangers successfully graduated in March 2003 at a ceremony presided over by the Minister for Amerindian Affairs, the Hon. Carolyn Rodrigues.

The Ranger Programme has been further refined to offer a 12-week course to be marketed in the Caribbean and Guiana Shield. It was clear from feedback from the original trainees and client organizations that a 12-week course would offer better value for money and open up the market to organizations where Rangers could not be spared for longer periods of time. The course will be run once a year with a maximum of 15 places; although two will be reserved for Iwokrama's own new recruits. Each trainee will be charged at US\$5,000.

8.3. Guide Training

In late 2003, Iwokrama ran a one-month Guide training course with the help of Trekforce Expeditions. For Iwokrama, this was primarily an opportunity to train new Tour and Trek Guides to allow Rangers to focus less on guiding visitors and more on their primary monitoring responsibilities. It proved however that there is a demand in the local communities and other tourist organizations in Guyana for well-trained guides with a qualification from a recognized body. As part of its relationship building with tourism authorities and organizations, Iwokrama expects to develop a recognized standard for Guide training and to obtain a license to operate the courses from the Field Station. The first of these courses will be run in 2006.

8.4. Collaborative Management Training

The Collaborative Management course will be run for the first time in 2005 and will consist of short residential courses for protected area or forest managers and will develop into a longer course for managers and community members. The course will primarily involve presentations of Iwokrama's work as well as group discussions of case studies. It will take place at both the Field Station and the Bina Hill Institute and will be run in collaboration with the NRDDB. It will be marketed mainly in the Caribbean and Guiana Shield areas but also to the international conservation community. In addition, the Centre will work with the NRDDB to offer exchange visits and courses that permit other communities in Guyana to learn how they can work more effectively with government and civil society partners.



8.5. Consulting Services

As described above, Iwokrama expects to generate income from consulting to other organizations in 2007 on Collaborative Management, Forest Management and Sustainable Business Development. The precise services to be offered will be developed and refined during the next two years and will build on the existing Intellectual Property of the organization. It is reasonable to expect that the insight and experience of Iwokrama's management team will become of more value to other organizations if they successfully deliver the aspects of this plan that will require significant collaborative management. The target for 2007 is to have sold 50 man-days (c. 10 days per director) at an average day rate of US\$500.

8.6. Financial Summary

Table 6: Annual Income And Expenditure for training services⁴

Revenue budget	Year	2005	2006
Ranger training courses		\$ 80,000	\$ 85,000
Guide training courses		\$ 40,000	\$ 45,000
Collaborative management training courses		\$ 25,000	\$ 40,000
Consulting services		\$ -	\$ 15,000
Total income from operating activities		\$145,000	\$185,000
Direct operating budget			
Managing volunteers and interns		\$ 865	\$ 2,788
Ranger Training		\$ 65,839	\$ 55,491
Guide Training		\$ 34,498	\$ 34,460
Collaborative Management Training		\$ 25,074	\$ 37,420
Guiana Shield Protected Areas Support		\$ 1,672	\$ 359
Iwokrama Knowledge & Training Institute		\$ -	\$ 8,055
Indirect operating budget			
Allocation from field station operational costs		\$ 16,030	\$ 23,585
Allocation from general office costs		\$ 5,327	\$ 5,551
Total cash used by operating activities		\$149,306	\$167,709
Net contribution or investment		-\$ 4,306	\$ 17,291

⁴ Tourism financial assumptions- Income from Ranger training is based on 15 students paying US\$ 2,000 each; Income from Collaborative Management is based on 12 students paying US\$ 1,000; Project grant funding will be sought for the research & development of new training courses.

9. Merchandise and Value Adding



9.1. Overview

There are a number of merchandising and retail opportunities for Iwokrama. The existing shop at the Field Station has always successfully and profitably provided a range of essential personal items for the guests and visitors. Additionally, small amounts of clothing and other Iwokrama branded merchandise and souvenirs have been produced and sold at the Georgetown office and at exhibitions and PR events.

This activity will continue through 2004 and will be the responsibility of the Director of Business Development. A full review of stock and the range of merchandise on offer will lead to a revised range of products for 2005 and 2006. These will continue to be sold at the Georgetown office, but will also be offered via the Friends of Iwokrama fundraising network and in 2006 will be available for purchase directly from the Iwokrama web site.

ID	TASK NAME	2005				2006				2007				2008	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
291	Monitor Sales and Recorder for Merchandise and Crafts	[Green bar spanning all quarters]													
292	Merchandising in Georgetown	[Green bar spanning all quarters]													
302	Shop Development in Kurupukari	[Green bar spanning all quarters]													
506	Merchandising with Jacksonville	[Green bar spanning all quarters]													
511	Merchandising with other zoos	[Green bar spanning all quarters]													

*Figure 15:
Programme plan for
merchandising and
value adding*

The exhibition at Jacksonville Zoo has already led to significant sales of Iwokrama merchandise and craft products from the Rupununi through the Zoo. Iwokrama expects to build on this relationship and expects a significant increase in merchandise sales through 2005 and 2006 as a result. This will involve additional arts and crafts products from local communities in the North Rupununi and will be developed with support from the Director of Community Development.

9.2. Financial Summary

Table 7: Annual Income And Expenditure for merchandising and value adding

Revenue budget	Year	2005	2006
Sales of merchandise		\$20,000	\$25,000
Field station shop		\$25,000	\$35,000
Jacksonville Zoo		\$20,000	\$20,000
Additional sales		\$ -	\$15,000
Total income from operating activities		\$65,000	\$95,000
Direct operating budget			
Monitor Sales and Reorder for Merchandise and Crafts		\$ 426	\$ 480
Merchandising in Georgetown		\$20,317	\$25,514
Shop Development in Kurupukari		\$24,862	\$24,797
Merchandising with Jacksonville		\$13,027	\$13,176
Merchandising with Other Zoos		\$17,562	\$17,776
Indirect operating budget			
Allocation from general office costs		\$15,981	\$16,652
Total cash used by operating activities		\$92,176	\$98,395
Net contribution or investment		-\$27,176	-\$ 3,395

10.2. Collaborative Management

Collaborative Management is one of the key foundations of Iwokrama's philosophy and approach. It is to engage the communities in a real and meaningful way to ensure that they continue to share in the responsibilities and rewards of managing the Forest. This will be realized in a number of ways. Initially, this relationship will be defined by an agreement to be signed with the communities detailing the rights and responsibilities of the communities and Iwokrama.

Beyond that, Iwokrama will continue to engage local community members at every level of its own executive decision-making, from the Board of Trustees to individual projects in the Forest.

10.3. Community Outreach

Iwokrama carries out a number of activities that are designed to engage the communities in its work. They help to inform and educate people about the need for conservation and the damage that can be caused on the long-term livelihoods of indigenous peoples through unsustainable commercial development. These outreach activities include Ranger visits to local community villages, Wildlife Clubs with local children and regular attendance by Directors at the NRDDB meetings.



*Amerindian family
under massive
Mora tree*

Iwokrama also recognizes the need to engage all Guyanese in its work and outreach activities are not solely restricted to the Rupununi. Where possible, Iwokrama will continue to engage with schools in Georgetown as well as working closely with Georgetown Zoo to educate Guyanese about the wildlife and flora of their forest regions. Iwokrama is well known and respected throughout Guyana and the organization will use its position to increase awareness of the need for sustainable development of the forest region.

10.4. Small Enterprise Support

Iwokrama will provide regular support for local businesses by holding quarterly enterprise development clinics at the Bina Hill Institute in the North Rupununi. These clinics will be run by the Director of Business Development, supported by the Marketing Manager, and will provide the local communities with access to expertise that will help them develop their businesses.

The Director of Business Development will also be responsible for managing and administering the Revolving Investment Fund of US\$50,000 that is already operating with some success. This fund will continue to provide much needed start-up capital and business loans for local community businesses in the North Rupununi.

Iwokrama has been supporting the local communities in their efforts to establish an aquarium fish business over the past 12 months and it is expected to continue this work until the end of Quarter 3 of 2004. Iwokrama's support for this venture has proved a successful model for the future. Several other community driven enterprises have been identified for similar support from Iwokrama:

- Working with Fairview village to develop Jaguar viewing tourism products
- Enabling Surama village to develop their ecotourism lodge, develop products from Nibbi and Kufa in the Iwokrama Forest and develop the Burro-Burro River canoe trip
- Working with Annai and Rupertee communities on craft development and production
- Supporting the marketing and development of the Aranaputa Mountain Trail
- Enabling all the communities of the North Rupununi to develop a shuttle bus service to and from Georgetown
- Supporting the further development of local honey, Crabwood Oil and craft businesses

There will undoubtedly be more possible income generating opportunities – numerous studies have concluded that there are many business opportunities involving the non-timber forest products of the Iwokrama Forest, and clearly Iwokrama and the local communities all stand to benefit from any business venture that helps to increase the volumes of tourists in the area.

10.5. Financial Summary

Iwokrama does not expect to generate any income from its activities with the local communities over the 3 year period, and its focus will be on providing the support and resources needed to get community businesses up and running with a solid commercial foundation.

Table 8: Annual Expenditure on community development⁵

Direct operating budget	Year	2005	2006
Collaborative Management		\$ 16,788	\$ 16,751
Social and Cultural Impact Monitoring Programme		\$ 33,896	\$ 31,955
Community Outreach in the North Rupununi		\$ 9,713	\$ 10,150
Community Outreach in Region 8		\$ -	\$ 39,190
Community Business Development Support		\$ 19,252	\$ 15,385
Indirect operating budget			
% allocation of field station costs		\$ 16,030	\$ 23,585
% allocation of general office costs		\$ 5,327	\$ 5,551
Total cash used by operating activities		\$101,006	\$142,568
Net contribution or investment		-\$101,006	-\$142,568

⁵ Community development financial assumptions- Community Development Director starts early 2005; Salaries are expected to rise at an average of 2% pa; Funds for revolving business fund are committed as part of original CIDA support now held by communities, otherwise these funds must be sourced.

11. Conservation & Monitoring



11.1. Overview

The management of the natural assets in the Forest requires an understanding of the changes in resources that occur spatially and temporally. The ecological monitoring programme that will be implemented was developed in 2002 as part of the ITTO funded Sustainable Forest Management project. The programme of Conservation & Monitoring managed by the Director of Resource Management and Training, is intended to:

- Prevent prohibited activities, e.g. the hunting of wild animals and illegal extraction of forest products
- Regulate licensed activities, e.g. tourism and timber harvesting concessions
- Monitor the wildlife in and around the Forest as part of a broader programme of ecological impact monitoring
- Monitor physical characteristics of the Forest, e.g. rainfall, river levels, temperatures
- Monitor and evaluate the social and cultural impacts of activities in the Iwokrama Forest

The programme uses ranger patrols, a comprehensive road management plan developed in collaboration with the road development company, wildlife clubs with the local communities and a monitoring programme coordinated from the field station to achieve these objectives.

Much of this programme is already in place at Iwokrama and the existing team of 12 rangers undertake regular patrols in the Forest and along the rivers, manage the road from the two ranger stations at Kurupukari and Corkwood and work with the local communities to record information about the wildlife. The next two years will see no significant changes to the process, however the amount of activity will increase and the number of rangers is expected to increase to 20 by 2007 as a result.

In early 2005, Iwokrama will work with local communities to develop and refine social and cultural impact monitoring tools that may be used by the communities to guide decisions relating to the operations and activities of the Centre.

ID	TASK NAME	2005				2006				2007				2008	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
517	Work Agreement	New Wildlife Regulations													
525	Ranger Patrols	Road checkpoints fully manned													
528	Road Management														
536	Ecological Monitoring														
547	Information Management														

Figure 17:
Programme plan for
conservation
and monitoring

Wildlife monitoring will be carried out in conjunction with the existing local community institutions including Wildlife Clubs and will record information focusing on the following major endangered, rare and threatened species including Jaguars, Harpy Eagles, Giant Otters, Arapaima, and Black Caiman.

The second half of 2005 will see the development of a monitoring system and database to enable more accurate data capture and better analysis of the data recorded. As with all systems development for Iwokrama, this project will be undertaken by Iwokrama's own Information Systems Manager and will begin with a thorough specification of the requirements.

11.2. Financial Summary

Table 9: Annual Expenditure on conservation and monitoring⁶

Direct operating budget	Year	2005	2006
Work with Government Agencies		\$ 8,173	\$ 9,204
Ranger Patrols		\$ 12,034	\$ 11,497
Road Management		\$ 27,725	\$ 25,840
Ecological Monitoring		\$ 65,643	\$ 67,762
Information Management		\$ 9,817	\$ 10,970
Indirect operating budget			
% allocation of field station costs		\$ 48,089	\$ 70,755
% allocation of general office costs		\$ 5,327	\$ 5,551
Total cash used by operating activities		\$176,807	\$201,578
Net contribution or investment		-\$176,807	-\$201,578

⁶ Conservation and monitoring financial assumptions-50% of the unallocated running costs of the field station are allocated to the costs of supporting of the Monitoring team and the Rangers; Salaries are expected to rise at an average of 2% pa; Based on actual expenditures from 2003 and 2004, assumed that 20% of monitoring costs in 2005 and 2006 will attract Project grants.

12. Forest Research



12.1. Overview

Research plays an important part in Iwokrama's ability to understand the impacts of its programmes and the actions of others on the Forest, the local communities and the broader population of Guyana. The responsibility for all aspects of research falls to the Director of Resource Management and Training and his team. A key aspect of Iwokrama's research programme will be the development of partnerships with international research institutions; while Iwokrama will maintain a modest internal research capacity for monitoring and evaluation, the aim is to attract quality researchers from other institutions to use the Iwokrama Forest as a laboratory for studies of use and conservation.

It is hoped that all large-scale activities and programmes in and around the Forest will have an independent research project running in parallel. It is the intention of the management team to engage research projects on the impacts of the Timber operation, the impacts of increased tourism in the Rupununi and the general impacts on the local communities of all activities within Iwokrama. It should be made clear that Iwokrama will not itself be undertaking this research but will seek to provide the support and facilities required to attract research groups from other institutions as partners in these projects.

In order to attract these research partners, Iwokrama will create a Research Fellowship programme for launch in 2006. This programme will provide funding and support for three research positions each year, one for each of the following areas

- *Environmental impacts*
- *Sustainable economic development*
- *Social and anthropological change*

Aside from research undertaken through the Fellowship Programme, Iwokrama will not fund research directly itself but will always retain a share of the Intellectual Property created by any research project both for itself and on behalf of the local communities.

ID	TASK NAME	2005				2006				2007				2008	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
517	Managing Research	[Bar chart showing activity from Q1 2005 to Q2 2008]													
525	Iwokrama Fellowship Programme	[Bar chart showing activity from Q1 2006 to Q2 2008, with a red dot indicating Fellowship Launch in Q1 2006]													
528	Impact Research (Timber & Tourism)	[Bar chart showing activity from Q1 2005 to Q2 2007]													
536	Reports, Publications and Library	[Bar chart showing activity from Q1 2005 to Q2 2008]													

Figure 18:
Programme plan
for research

A key part of Iwokrama's mission is to be able to share its results and findings with other organizations throughout the world in order to improve the global understanding of tropical forest management. It is vitally important therefore that Iwokrama be able to disseminate its findings to others and so improvements to the cataloguing and storage of research papers and documents are needed in order to make them more accessible. During the course of the next two years, Iwokrama intends to publish its research archive online and have key reports and documents available for download, either for a fee or gratis depending on the value of the research.

12.2. Financial Summary

Table 10: Annual Expenditure on research development⁷

Direct operating budget	Year	2005	2006
Managing Research		\$ 8,249	\$ 6,360
Iwokrama Fellowship Programme		\$ -	\$ 1,868
Impact Research (Timber & Tourism)		\$ 2,353	\$ 1,128
Reports, Publications and Library		\$10,546	\$10,546
Total cash used by operating activities		\$21,147	\$19,902
Net contribution or investment		-\$21,147	-\$19,902

⁷ Research financial assumptions- Document management system will be developed 'in-house' by Information systems manager and internal IT team; Research currently funded by Jacksonville Zoo and Audubon will come to an end in 2005; Iwokrama will provide only coordination of future research projects; Costs for research programmes will be borne by research institutes and individuals; Salaries are expected to rise at an average of 2% pa.

13. Fundraising



13.1. Overview

Alongside the innovative plans and considerable efforts intended to develop a range of income generating activities for Iwokrama over the next two years, the Board of Trustees and Senior Management will continue to raise funds from development agencies and charitable foundations. The addition of a specific programmatic component dealing with fundraising activities represents the broadening of Iwokrama's financing strategy. From the development of the original concept in 1989 until 2002, Iwokrama has depended solely on Overseas Development Assistance for funds; this business plan recognizes the instability of such a financing strategy and adds individual, private and corporate donations, foundation and small grant funding and business revenue generation as financing mechanisms. Post 2006, Iwokrama will continue to hope for donor support for sustainable use projects, but will avoid donor dependence.

Iwokrama will continue to improve its approach towards fundraising and intends to adopt a professional approach predominantly targeting the US. This will begin with the appointment of a full-time Fundraising Manager to support the Board of Trustees and the Director General in their efforts to raise funds. Responsibility for the fundraising plans as detailed below as well as for the associated budget will continue to be held directly by the Director General.

TASK NAME	2004				2005				2006			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
General Communications	[Green bar spanning all quarters]											
Endowment Fund	[Red dot]				[Red dot]							
Friends of Iwokrama					[Green bar]				[Green bar]			
ODA Donor Proposals & Reporting	[Green bar spanning all quarters]											
Conservation Proposals and Reports	[Green bar spanning all quarters]											
Explore Other Funding Sources					[Green bar]				[Green bar]			

Figure 19:
Programme plan
for fundraising

This programme plan is based on the belief that there are four main target groups that will be interested in Iwokrama's work.

- *Foundations and large private donors, capable of providing grants and donations over US\$10,000*
- *Private individuals, passionate about conservation and sustainable development, capable of donating up to US\$10,000*
- *Government Overseas Development Agencies (ODA's), capable of supporting large capacity building projects and sustainable development*
- *Large companies and corporate foundations, capable of supporting major 'good cause' projects*

Historically, Iwokrama has relied almost exclusively on the third group, Overseas Governments, providing funding through their Development Agencies. This support will continue to be critical to Iwokrama through 2005 and 2006. For example, it is only through the support of the Commonwealth Secretariat that Iwokrama will be able to hire the senior management team necessary to meet the objectives of this business plan. From 2006 onwards, Iwokrama will continue to work with key agencies to support its work but only for specific infrastructure projects or major capital investments.

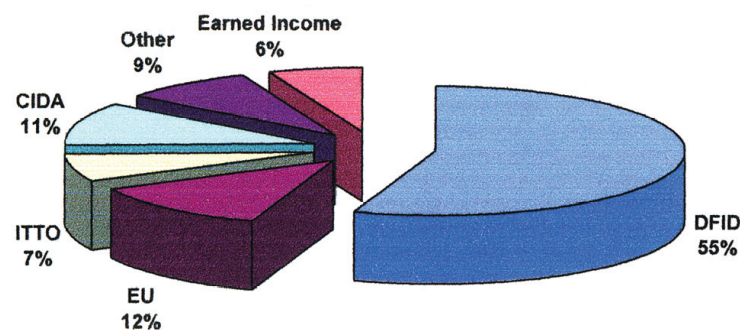


Figure 20: Iwokrama revenue sources from 1999-2003

Over the next two years, Iwokrama will create specific fundraising schemes that will enable it to attract funds from each of the four groups.

- An Endowment Fund will enable Iwokrama to attract funds from the large foundations
- A membership scheme, called Friends of Iwokrama, will provide the structure to receive donations from individuals
- A programme plan and portfolio of projects will be prepared and used to attract ODA contributions
- Good cause sponsorship opportunities will be developed in order to engage corporations and their foundations

13.2. Endowment Fund

The endowment fund is intended to provide a mechanism for Iwokrama to benefit from the regular income generated by investing capital funds donated by foundations, private individuals and corporations. The current target is to create a fund of US\$5m and thereby achieve an annual income for Iwokrama of US\$100,000 from 2007 onwards.

The endowment fund will be created and administered in Guyana. It is expected that the Board of Trustees will undertake this initial preparatory work with support from specialist legal advisers. Funding for this work has already been made available to Iwokrama by DFID.

The Director General and key trustees, particularly those in the FFRC will spend considerable time and effort throughout 2005, raising the funds to populate the fund and the first returns from this fund are expected to be available towards the end of 2006.

13.3. Friends of Iwokrama

The Friends of Iwokrama membership scheme will initially be created and administered in conjunction with Jacksonville Zoo as part of the ever-strengthening relationship between the zoo and Iwokrama. Previously, Iwokrama had initiated a Friends programme in Guyana, but this has evolved into solely an information sharing entity; the new Friends programme will be started in 2004 and is expected to attract reasonable levels of donations almost immediately as a result of the Iwokrama exhibition sited at the zoo. This exhibition represents a great asset for Friends of Iwokrama and an excellent means for recruiting new members.

The scheme will use regular newsletters, the Iwokrama web site and email updates to communicate with its members and encourage them to continue to support Iwokrama's activities. The scheme will highlight to its members the core 'conservation through use' Iwokrama message and will concentrate on raising funds for both community development and environmental monitoring projects.

13.4. ODA donors

The total funds from ODA donors in 2004 are US\$915,000, with significant support from the Commonwealth Secretariat, DFID and CIDA. As a result of Iwokrama's other income-generating activities, this number is expected to reduce slightly to US\$860,000 in 2005 and then more significantly to US\$550,000 in 2006. Beyond 2006, Iwokrama will continue to develop its relationships with these and other donor agencies in order to secure funding for specific projects. Contributions from these three agencies have been critical to Iwokrama's achievements in the past and their support through 2005 and 2006 remains absolutely vital. Despite this reliance on these key donors, Iwokrama expects by 2006 to be able to fund all its core activities from its own income and will rely on the support of ODA donors for specific projects that require significant levels of capital investment.

13.5. Funding Priorities

The business plan relies on funding being made available through donors and grants for the following identified key projects, planned for the next two years:

Timber Harvesting (US\$175,000)

- *Fire management planning and implementation (\$40,000)*
- *Reduced impact logging training (\$20,000)*
- *Support for model tendering procedures for timber harvesting (\$15,000)*
- *Timber harvest monitoring and evaluation (\$75,000)*
- *FSC Certification (additional funds \$25,000)*

Tourism Development (US\$420,000)

- *Solar power implementation at the Field Station and Ranger Stations (\$100,000)*
- *Field station improvements to increase capacity at the Field Station for tourists (\$100,000)*
- *Interpretative center and shop at the Kurupukari Ranger Station (\$50,000)*
- *Site improvements for Turtle Mountain and tourism product development (\$50,000)*
- *Iwokrama eco-lodge development (\$40,000)*
- *Support for cross sectoral partnership development for tourism and certification (\$50,000)*
- *Joint marketing with private sector operators (\$50,000)*

Training (US\$250,000)

- *Two Ranger Training Programmes (\$120,000), two Forest Guide Training Programmes (\$70,000) and Protected Area and Collaborative Management (\$60,000) Training Programmes*

Merchandising (US\$50,000)

- *Merchandising with zoos and product development for crafts (\$50,000)*

Community Development (US\$170,000)

- *Social and cultural monitoring tools development and implementation (\$70,000)*
- *Collaborative management with Region 9 communities (\$50,000)*
- *Community outreach programmes in Region 8 (\$50,000)*

Conservation and Monitoring, Research (US\$210,000)

- *Road management implementation including check points and enforcement (\$50,000)*
- *Ecological monitoring (Arapaima, Jaguar, Harpy Eagles, Giant Otters) (\$130,000)*
- *Research & monitoring information management (\$25,000)*
- *Research Fellowship Programme development (\$5,000)*

Fundraising, Marketing and Public Relations (US\$200,000)

- *Fundraising activities in 2005 and 2006 (\$100,000)*
- *Exploration of carbon, water, and biodiversity as sources of income (\$5,000)*
- *National, regional and international conference and meeting attendance (\$30,000)*
- *International recognition of the Iwokrama Forest and Rupununi Wetlands (\$15,000)*
- *Ten Year Funding Prospectus for Iwokrama (\$50,000)*

Health Management (US\$50,000)

- *Malaria management in the Iwokrama Forest and North Rupununi (\$50,000)*

13.6. Financial Summary

Table 11: Annual Income and Expenditure on fundraising⁸

Revenue budget	Year	2005	2006
Required additional contributions		\$ 600,000	\$ 450,000
Overseas development assistance			
Commonwealth Secretariat		\$ 260,000	\$ 100,000
Conservation grants			
IUCN Netherlands - aquarium fish		\$ 18,000	\$ -
Darwin Initiative - wetlands monitoring		\$ 35,000	\$ 35,000
WWF Guiana Shield – certification		\$ 21,000	\$ -
Friends of Iwokrama		\$ 100,000	\$ 100,000
Endowment fund		\$ -	\$ 50,000
Total income from activities		\$1,034,000	\$ 735,000
Operating budget			
General Communications		\$ 14,654	\$ 18,438
Endowment Fund		\$ 25,592	\$ 32,068
Friends of Iwokrama		\$ 20,796	\$ 25,273
ODA Donor Proposals & Reporting		\$ 19,455	\$ 24,232
Conservation Proposals and Reports		\$ 14,296	\$ 10,560
Explore Other Funding Sources		\$ 1,957	\$ 1,348
% allocation of general office costs		\$ 10,654	\$ 11,102
Total cash used by operating activities		\$ \$107,404	\$ 123,021
Net contribution or investment		\$ 926,596	\$ 611,979

⁸ Fundraising financial assumptions- the endowment fund assumes a 2% income from a fund of US\$ 2.5m in 2006; Board of trustees will play a substantial role in fund raising.

14. Marketing & Public Relations



All aspects of marketing and associated budgets are the responsibility of the Business Development Director. It is an essential part of the Iwokrama business process as it provides critical support for both Iwokrama’s fundraising and business development activities. The management team will adopt a disciplined approach to the marketing and communication of the Iwokrama mission and its key messages to an identifiable target audience.

This approach will consist primarily of regular activities, although there are two key marketing projects that will be completed by the end of Quarter 1 of 2005. The first is the development of a new brand for Iwokrama and the second is the completion of a 10-year development project portfolio that will clearly set out a long-term vision for the Iwokrama Forest, its people and associated businesses. In addition, Iwokrama will work closely and strategically with private sector partners to enhance their marketing capacities.

14.1. Marketing Plan

The core regular activities on which Iwokrama will rely in the next two years to communicate its message are:

- E-newsletters & E-briefs
- PR & events in Guyana
- PR & events in the US
- Attendance at international conferences & exhibitions
- Marketing brochures and leaflets
- Web site maintenance and content development

ID	TASK NAME	2005				2006				2007				2008	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
682	Branding	Iwokrama Brand													
691	Newsletters and E-Briefs	■	■	■	■	■	■	■	■	■	■	■	■	■	■
706	Georgetown Outreach	■													
712	Regional Public Relations & Events	■													
721	International Conferences & Exhibitions	■													
725	International Recognition	■													
730	Marketing materials	■													
736	Ten Year Funding Prospectus	■													
740	Website Development and Maintenance	■													

Figure 21:
Programme plan for
marketing and
public relations

14.2. Iwokrama Brand

The Iwokrama branding and logo were created a number of years ago and they no longer reflect the correct image that Iwokrama must convey to its key audiences. In particular, the current brand is more reflective of a traditional rainforest conservation organization and does not reflect the three elements of sustainable development – environmental, social and economic – which are at the heart of Iwokrama’s approach to forest management and conservation. The objective is to create a new brand

and logo for Iwokrama by the end of 2004. This new image will be launched in an initial communication to Friends of Iwokrama and will then be used to update the website, corporate stationery, exhibition stands and all other documentation. The logo and brand will also be registered for trademark protection in Guyana and the US, as well as on the Central Trademark Register.

This branding exercise will produce a clear definition of the target audiences for Iwokrama's fundraising and business development activities as well as clarify Iwokrama's key messages.

14.3. Ten Year Funding Prospectus

The management team intends to commission a ten year funding prospectus for the Iwokrama Forest that will set out a vision for the Forest and its surrounding area. It will highlight the major projects that require capital investment and present an inspirational view of what could be created from the natural assets of the Forest. It will build on this Business Plan to formulate a coherent vision incorporating the many different activities and communities a sustainable forest needs to be able to support. In particular, it will take account of the needs of, and opportunities within the four main business sectors with which Iwokrama is engaging – Timber, Tourism, Training & Research

14.4. Financial Summary

Table 12: Annual Expenditures on marketing and public relations⁹

Direct operating budget	Year	2005	2006
Branding		\$ 635	\$ -
Newsletters and E-Briefs		\$ 3,349	\$ 3,349
Georgetown Outreach		\$15,114	\$ 15,448
Regional Public Relations & Events		\$13,193	\$ 12,637
International Conferences & Exhibitions		\$13,426	\$ 20,650
International recognition		\$ 6,395	\$ 1,717
Marketing Materials		\$ 9,495	\$ 9,495
Ten Year Funding Prospectus		\$ -	\$ 47,375
Website Development and Maintenance		\$12,233	\$ 10,618
% allocation of general office costs		\$10,654	\$ 11,102
Total cash used by operating activities		\$84,614	\$131,539
Net contribution or investment		-\$84,494	-\$132,391

⁹ Marketing and public relations financial assumptions-Design and marketing services for PR and local events are expected to be available from the local market in Guyana. Design expertise for the Branding and Portfolio master plan will be sourced internationally. Salaries are expected to rise at an average of 2% pa; Directors attend 10 conferences pa, with an average expense for each of US\$ 1,500.

15. Institutional Management & Operations



15.1. General Management Costs

The Iwokrama Centre is undergoing substantial institutional change and as a result considerable resources are allocated to the change process. Activities that result in change include modifying the work environment, improving accounting and budgeting systems and capacities, increasing accountability through work planning, reporting and evaluation systems, human resource development, development and implementation of policies and procedures, and the reorganization of the Iwokrama Centre into a objective driven, team based, matrix management organization. The costs of these changes are reflected substantially in the following table and include senior staff and consultant time for implementing change.

Table 13: Annual Expenditure on general institutional management^{L0}

Direct operating budget	Year	2005	2006
IBOT Management		\$ 29,765	\$ 20,372
Management Reports & Planning		\$ 31,096	\$ 35,827
Financial Management		\$ 26,575	\$ 27,723
Human Resource Management		\$ 16,243	\$ 13,485
% allocation of general office costs		\$ 10,654	\$ 11,102
Total cash used by operating activities		\$110,289	\$108,509
Net contribution or investment		-\$114,333	-\$108,509

^{L0} Institutional management financial assumptions- A new accounting system implemented in 2004 will reduce overall accounts management costs.

15.2. Field Station

The Field Station is run by the Logistics Manager and staffed by a dedicated team of 25 people, drawn primarily from the local communities. The operations of the Field Station are the responsibility of the Director of Finance and Operations although it provides a base, logistical support and services for all Iwokrama's activities in the Forest and surrounding area.

Table 14: Annual Expenditure for the Field Station¹¹

Operating costs	Year	2005	2006
Salaries		\$ 78,291	\$ 78,842
Community labour		\$ 2,000	\$ -
Food supplies		\$ 20,592	\$ 24,710
Medical supplies		\$ 7,800	\$ 7,800
Vehicle maintenance		\$ 11,700	\$ 11,700
Transportation costs		\$ 27,635	\$ 22,517
Capital construction costs		\$ 5,000	\$ 3,000
Field equipment costs		\$ 7,280	\$ 7,280
Vehicle purchases		\$ -	\$ 80,000
Total cash directly used by operating activities		\$160,298	\$235,849
Direct operating budget			
Field Station Management		\$142,111	\$142,050
Fuel Bond at Kurupukari Ranger Station		\$ 4,470	\$ -
Health Management		\$ 13,717	\$ 13,799
Purchase two new vehicles		\$ -	\$ 80,000
Allocation to timber harvesting	% 10	-\$ 16,030	-\$ 23,585
Allocation to tourism	% 30	-\$ 48,089	-\$ 70,755
Allocation to conservation and monitoring	% 30	-\$ 48,089	-\$ 70,755
Allocation to training	% 10	-\$ 16,030	-\$ 23,585
Allocation to community development	% 10	-\$ 16,030	-\$ 23,585
% allocation of general office costs		\$ 10,654	\$ 11,102
Total cash used by operating activities		\$ 26,684	\$ 34,687
Net contribution or investment		-\$ 26,684	-\$ 34,687

¹¹ Field Station financial assumptions- Fuel and transportation costs will be lower mainly as a result of the implementation of renewable energy at the field station but also as a result of creating a community owned shuttle bus service; salaries will rise at an average of 2% pa; relative activity levels for tourism, conservation, monitoring and community development will remain constant over two years.

15.3. Georgetown Office

Management of the Georgetown office is the responsibility of the Director of Finance & Operations and all costs related to the management and running of the center are shown below. In addition to the costs involved in maintaining the facilities in Georgetown, the budget for the office includes the core admin functions of Finance, HR as well as the central IT costs of the network infrastructure, telecommunication services and user support.

Table 15: Annual Expenditure and allocations for the Georgetown office¹²

Operating costs		Year	2005	2006
Salaries			\$ 30,050	\$ 30,193
Outside services			\$ 5,200	\$ 5,200
Office supplies			\$ 3,900	\$ 3,900
Insurance and fees			\$ 6,552	\$ 6,880
Office rent, utilities, maintenance			\$ 48,360	\$ 52,364
Computing costs			\$ 11,960	\$ 11,960
Miscellaneous			\$ 520	\$ 520
Total cash directly used by operating activities			\$106,542	\$111,016
Direct operating budget				
Office Management and Purchasing			\$ 88,471	\$ 93,881
Move to New Premises			\$ 936	\$ -
IT Support & Maintenance			\$ 17,135	\$ 17,135
Allocation to timber harvesting	%	5	-\$ 5,327	-\$ 5,551
Allocation to tourism	%	10	-\$ 10,654	-\$ 11,102
Allocation to training and consultancies	%	5	-\$ 5,327	-\$ 5,551
Allocation to merchandising	%	15	-\$ 15,981	-\$ 16,652
Allocation to community development	%	5	-\$ 5,327	-\$ 5,551
Allocation to conservation and monitoring	%	5	-\$ 5,327	-\$ 5,551
Allocation to institutional management	%	10	-\$ 10,654	-\$ 11,102
Allocation to field station operations	%	10	-\$ 10,654	-\$ 11,102
Allocation to marketing and public relations	%	10	-\$ 10,654	-\$ 11,102
Allocation to fundraising	%	10	-\$ 10,654	-\$ 11,102
Total cash used by operating activities			\$ 15,981	\$ 16,652
Net contribution or investment			-\$ 15,981	-\$ 16,652

¹² Georgetown office financial assumptions- Majority of core costs will grow only in line with inflation of goods and services as the existing facilities and administrative resources are deemed capable of supporting a larger organisation as Iwokrama grows; Salaries are expected to rise at an average of 2% pa.



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Conservation and Development**

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