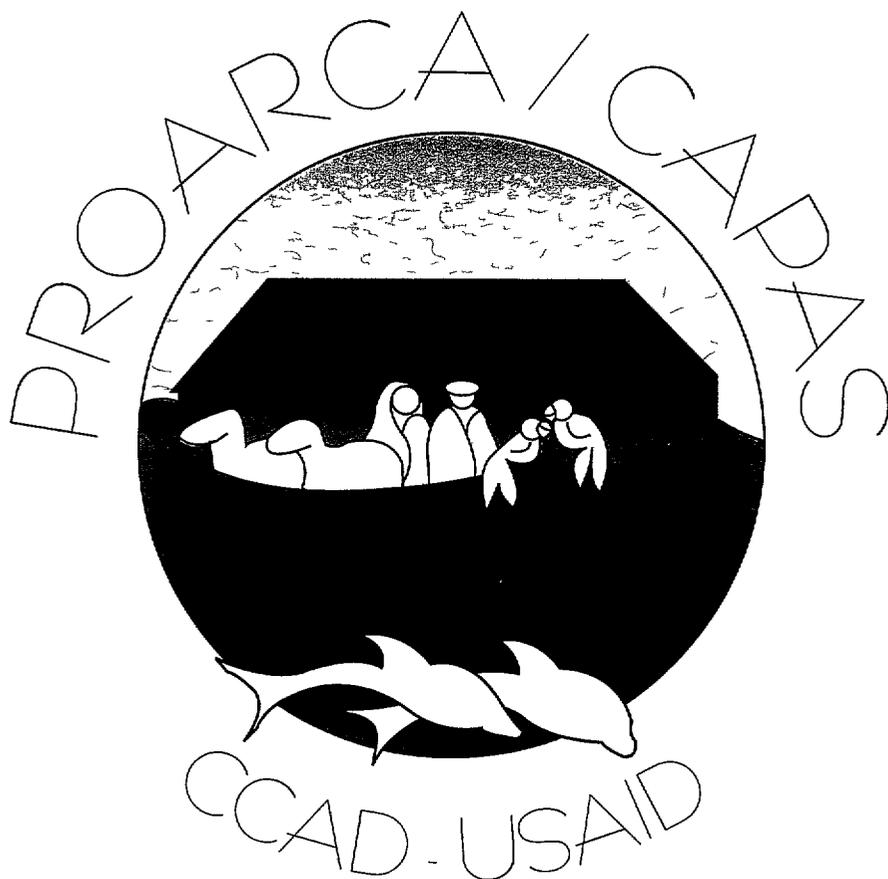
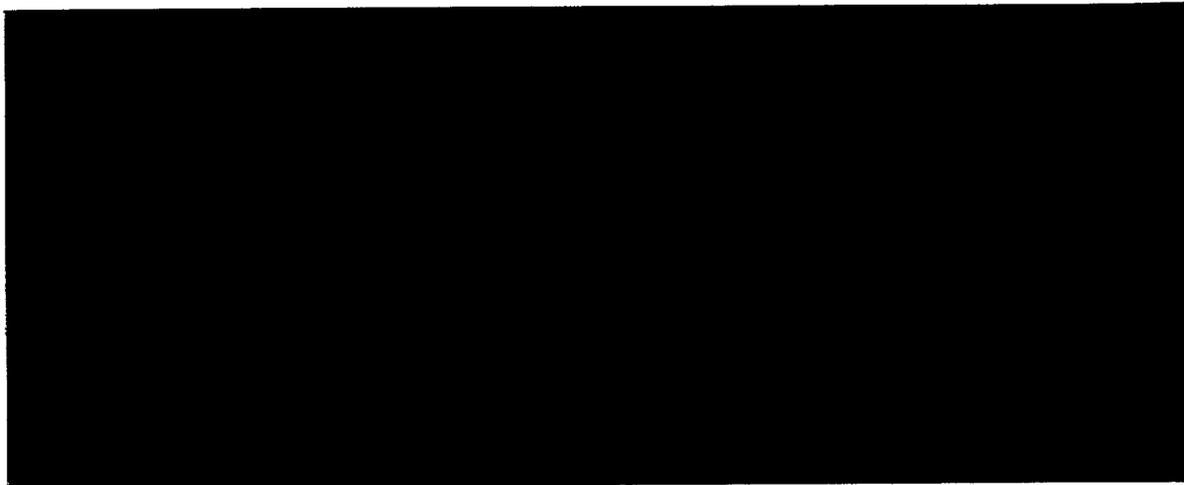


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***COCKSCOMB BASIN WILDLIFE SANCTUARY
LONG-TERM FINANCIAL PLAN (1999–2003)***

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April 1999

ACERCA DE ESTA PUBLICACION

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COCKSCOMB BASIN WILDLIFE SANCTUARY
LONG-TERM FINANCIAL PLAN (1999-2003)
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FIRST DRAFT, APRIL 1999

EXECUTIVE SUMMARY

Located on the eastern slopes of the Maya Mountains in southern Belize, the Cockscomb Basin Wildlife Sanctuary has an area of 122,260 acres (49,736 hectares). A broad-leaved evergreen tropical forest covers the area's hilly karst topography and varied terrain, which includes river flood plains, slopes and ridge crests. Cockscomb has received international attention for being the most important area for jaguar protection in Belize, and possibly in Central America.

The present long-term financial plan is based on the Management Plan developed for the Sanctuary by Belize Audubon Society, the non-government organization in charge of Cockscomb's administration. This plan represents an attempt to project the cost of managing Cockscomb and compare these costs to the Sanctuary's expected income, given current fundraising and revenue generation efforts.

Looking at future expenses, Salaries is by far the largest category. An analysis of future expenses at Cockscomb suggests that investments in park infrastructure and protection activities will also make up a substantial percentage of the Sanctuary's future costs. Research and Monitoring activities, including an extensive sociological study to be carried out with the communities adjacent to the Sanctuary, also constitute an important fraction of Cockscomb's total expenses for the coming years.

On the income side, the largest single source of income for Cockscomb has been a donation from the European Union. Smaller but equally significant will be the income generated through entrance and cabin fees at the Sanctuary. These sources are important because they are generated entirely by Belize Audubon (with the permission of the Belizean government), and as such, they represent a big step towards the Sanctuary's financial self-sufficiency.

Comparing projected income and expenses suggests that if Belize Audubon does indeed carry out all of the activities described in the Management Plan, it is likely to go into deficit. It is important to remember, however, that income projections only consider grants that have already been awarded and proposals which have a high likelihood of being funded. Therefore, future fundraising efforts are not reflected. In the event that Belize Audubon cannot raise the funds needed to execute all of the activities outlined in the Management Plan, it will consider eliminating those activities deemed less important to the maintenance of current protection levels.

In the future, Belize Audubon will concentrate its fundraising efforts on trying to increase the size of its endowment so that it may contribute more significantly to the organization's programs and activities. In addition to growing its endowment, Belize Audubon should take advantage of its long-standing ties with the government to encourage it to devote more financial resources to national protected areas such as Cockscomb. As a first step, The Government has agreed, in May, 1999, to contribute BZE\$100,000 per year to The Belize Audubon Society Protected Areas Program.

A number of spreadsheets and graphics accompany the narrative section of this plan. Spreadsheet A contains expense projections calculated for the years 1999 through 2003. Spreadsheet B lists expected income sources and separates them into national and international sources as well as into public and private sources. Finally, Spreadsheet C contains a comparison of projected expenditures and income and calculates the expected balance or deficit for each year.

I INTRODUCTION AND BACKGROUND

The Cockscomb Basin Forest Reserve covers 154 square miles (400 square kilometers) of a large basin enclosed by the main divide of the Maya Mountains to the west, a minor ridge of the Maya Mountains to the south and the Cockscomb Range to the north. Prior to the Reserve's declaration as a legally protected area, a study of the basin's jaguar population showed a high concentration of jaguars in the basin and focused international and national attention on the area. Efforts were then made to promote protection of Cockscomb's abundant wildlife population. The area was declared a forest reserve and a No Hunting area in 1984 to protect the natural prey of its resident jaguars. The northeast corner of the Reserve was established as the Cockscomb Basin Wildlife Sanctuary in 1986 and was expanded in 1990 to an area of 102,400 acres. In 1997, the Sanctuary was further expanded to its current total area of 122,260 acres (49,736 hectares).

Due to a lack of funding and personnel at the Belize government's Forestry Department, the management of eight national protected areas was temporarily entrusted to the Belize Audubon Society under the 1995 protected area management agreement between Belize Audubon and the Government. Belize Audubon is a Belizean non-government organization whose objectives include protected areas management, environmental education and the promotion of conservation and environmental awareness through public advocacy. The eight protected areas that Belize Audubon manages are Cockscomb Basin Wildlife Sanctuary, Guanacaste National Park, Blue Hole National Park, Crooked Tree Wildlife Sanctuary, Tapir Mountain Nature Reserve, Victoria Peak Natural Monument, Blue Hole Natural Monument and Half Moon Caye Natural Monument.

Today, Cockscomb is composed mainly of young secondary-growth forest except for its relatively inaccessible western end, which remains as virtually undisturbed primary-growth forest. According to the Holdridge System, the region is characterized by two major life zones: subtropical moist forest and subtropical wet forest. Forest types are a mosaic determined by soil type, drainage and occurrence of fire. Due to frequent fires, Caribbean pine is a major component of the transition zone between subtropical moist and subtropical wet forest. Two major vegetation types characterize Cockscomb: transitional broadleaf forest and broadleaf forest. A combination of slash-and-burn agriculture, wind damage (especially from Hurricane Hattie in 1961), fires and logging have created a complex mosaic of successional stages at Cockscomb, with little primary forest remaining.

According to unfinished lists, the Sanctuary is home to 52 species of mammals, 290 species of birds, 23 reptile species and 6 amphibian species. A number of rare and endangered species have been found at Cockscomb, including the jaguar, ocelot, Baird's tapir, solitary eagle, black and white hawk eagle, scarlet macaw and Morelet's crocodile. Of the 54 animal species listed by the Belize Country Environmental Profile as being rare or endangered in Belize, 24 occur at Cockscomb, and six of these are listed in IUCN's Red Data Book as being endangered worldwide. Between 25 and 40 jaguars inhabit the Sanctuary, giving it the highest jaguar density recorded. Four other cats also occur at Cockscomb with relative abundance: the jaguarundi, margay, ocelot and puma.

According to Belize's Potential Land Use Map, most of the Sanctuary has potential only for protection forest and perennial crops such as cocoa, which require permanent forest cover. Only small, scattered areas are suitable for more intensive agriculture, but these are located primarily in floodplain areas which are also those areas of highest biological diversity and thus, should be protected. Aside from some extensive slash-and-burn agriculture carried out between 1978 and 1984 by the inhabitants of the small Mayan village at Quam Bank, there has been no farming within the Sanctuary, except possibly by pre-Columbian Mayan populations. It is possible that some farms exist near the Sanctuary's southeastern access point, but because Cockscomb's boundaries have not been demarcated, this is difficult to ascertain.

II METHODOLOGY AND PLAN OVERVIEW

The present long-term financial plan for the Cockscomb Basin Wildlife Sanctuary is primarily based on the site's Management Plan for the years 1998 to 2002. The Management Plan was carefully reviewed with Belize Audubon's Protected Areas Manager in order to arrive at cost estimates for the future activities outlined in the Plan. Cost estimates are based on historical costs as

well as projected needs for each program and sub-program. Initial estimates were reviewed for accuracy with Belize Audubon's Executive Director and Accountant and were then adjusted accordingly. Expense categories closely follow the programmatic categories used in the Management Plan.

Income projections for Cockscomb are based on past income sources as well as future sources that have already been identified and/or are under negotiation. Thus, all income listed has a medium to high probability of being received. Potential sources which still had a low probability of materializing at the time this plan was written were not included. Revenue projections assume considerable growth in visitation to the Sanctuary and include income that will accrue from Belize Audubon's trust fund.

It is worth noting that because Belize Audubon's Protected Areas Manager is so familiar with Cockscomb, the activities currently taking place there and the Sanctuary's future programmatic and infrastructure needs, the financial figures presented in this report are very reliable. However, it is also important to keep in mind that a certain level of subjectivity is involved when making projections about future expenditures and income. Furthermore, the farther into the future that the projections look, the less accurate that they will tend to become. For this reason, it will be necessary to revisit and adjust this plan at least once per year. It is expected that Belize Audubon will assume responsibility for the implementation and annual revision of this financial plan.

III CONSERVATION OBJECTIVES AND FINANCIAL STRATEGIES

Belize Audubon's primary conservation objective at Cockscomb is to conserve the jaguar population of Belize by conserving its habitat and the biodiversity it contains while providing opportunities for a wide variety of recreational, research and educational activities. The major goals of the Sanctuary are: 1) to protect the biological integrity of the area, including the area's focal species, the jaguar, 2) to retain in perpetuity the Maya Mountains and their watershed systems, 3) to provide recreation, education and research opportunities for Belizeans and international visitors in a manner that is compatible with the natural and cultural environment, 4) to secure the biological, social, cultural and economic sustainability of the Sanctuary, 5) to provide mechanisms for community involvement in the management of the protected area and 6) to protect and preserve natural and scenic values of national significance.

Part of Belize Audubon's long-term vision for Cockscomb is to involve local communities ever more actively in the Sanctuary's operations in order to achieve true co-management with them at Cockscomb. In addition, Belize Audubon hopes to decentralize management and administration of the Sanctuary so that Cockscomb's director and staff will have greater control over its finances, and decisions concerning the Sanctuary's day-to-day management will not have to go through Belize City.

Among Belize Audubon's operational priorities will be to demarcate and maintain Cockscomb's boundaries and to zone its several management areas (Preservation Zone, General Use Zone and Special Management Zone). Not having clearly marked boundaries greatly complicates patrol and management activities—a problem that will become increasingly bothersome as population pressures upon the Sanctuary intensify. Another high-priority management activity will be to develop a fire-fighting plan and to secure adequate fire-fighting equipment and training for Sanctuary wardens. However, note that the Cockscomb boundaries are legally legislated.

As with many of Belize's natural areas, a major component of Cockscomb's five-year Management Plan is ecotourism. Belize Audubon plans on increasing promotional efforts in order to attract more visitors to the Sanctuary and thus raise additional funds through entrance and user fees. In addition, Belize Audubon is interested in increasing the numbers of researchers that would stay for longer periods of time than tourists and would pay a discounted daily rate for food and lodging.

In order to accommodate a greater number of visitors, Belize Audubon will have to invest heavily in tourism infrastructure and guide training. Construction of new trails and other visitor facilities has been contemplated in the Management Plan and will account for a significant percentage of total

expenditures for the year 2000 By the same token, the revenue that will be generated by entrance fees also figures prominently in the income projections for Cockscomb

IV PROJECTED EXPENSES

Cockscomb's future expenses are divided into two main sections the Basic Operational Budget and Special Projects The Basic Operational Budget includes recurring expenses that are essential to maintaining a minimum level of management and protection at the site Within the Basic Operational Budget, expenses are divided into five categories Salaries, Transportation, Office Expenses, Maintenance and Upgrades and Others

Similarly, the Special Projects budget is divided into the following categories Protection, Equipment, Construction Recreation, Community Development, Research and Monitoring, Environmental Education and Belize Audubon Program Areas The Special Projects section includes expenses which are less fundamental to the continuation of existing programs at Cockscomb than those included in the Basic Operational Budget but which are still necessary and beneficial to the Sanctuary's protection The expenses that make up the Special Projects section enable Cockscomb's managers to undertake new conservation initiatives with the understanding that they would be the first to disappear in a budgetary deficit situation

Of all the expense categories, Salaries is by far the largest, making up 38% of Cockscomb's total budget for the five-year period This is very consistent with expenditure patterns at other Central American protected areas and makes sense when one considers that two of Cockscomb's principal programs are protection and recreation, both of which are labor-intensive Moreover salaries are one of the simplest expenditures to project, since organizations usually know with anticipation how many employees they will need, what their salaries will be and by what percentage salaries will increase annually This means that salaries will tend to make up a large percentage of a protected area's expense estimates simply because they are easy to quantify and can be projected with a higher degree of accuracy than most other expense categories

At 6% each, Transportation and Office Expenses are worth examining Like Salaries, projections for Transportation and Office Expenses are fairly reliable because they are recurring expenditures that make part of the Basic Operational Budget It is interesting to note that each of these categories is greater than the Environmental Education category, which accounts for 5% of Cockscomb's total budget and has traditionally been one of Belize Audubon's strongest programs The reason for this is that the categories listed under Special Projects represent expenditures that will only be made if there is money available for them once basic operations are covered Clearly, Special Projects will benefit from the expenses covered under the Basic Operational Budget so that the figures under the Special Project categories only reflect costs above and beyond those covered by the Basic Operational Budget It is for this reason that the categories under the Basic Operational Budget tend to make up a larger percentage of the total budget than the categories under Special Projects

The absence of demarcated boundaries helps explain the importance of the Protection program and justifies the relatively large amount spent on specific protection activities (under the Protection category, in the Special Projects section) Protection activities such as boundary demarcation and maintenance, community-based patrols and aerial reconnaissance represent 12% of Cockscomb's total budget, while Maintenance and Upgrades of trails and visitation facilities combined with Recreation activities make up 7% of the total five-year budget

Another important category in Cockscomb's expense projections is Research and Monitoring, which accounts for 11% of the total budget Belize Audubon plans to make major investments in a research laboratory at Cockscomb as well as conduct sociological research in the communities surrounding the Sanctuary This research will allow Belize Audubon to proceed with co-management and decentralization of the Sanctuary's administration in an informed and prepared fashion

Looking at annual figures 2000 represents the peak of spending for the period covered by this financial plan During 2000 alone, total expenses will increase by 40% to reach a maximum of BZ\$379,370 The most important cause for this dramatic increase is large investments in Sanctuary

infrastructure, including recreation facilities and the laboratory mentioned earlier. After 2000 Cockscomb's budget is expected to decline, however it is very possible that in the projections, expenses appear to decrease rather than continue growing because it is still too early to predict all of the expenses that will be incurred in future years.

V PROJECTED INCOME

Belize Audubon is heavily dependent on international donor organizations for its funding. This creates an atmosphere of uncertainty for management and planning because clearly, donor funds are not limitless. Belize Audubon has begun to diversify income sources and generate revenues for self-sufficiency. At present the only source of Belize-generated funds sanctioned by the government of Belize for park management and protection but collected by Belize Audubon is the entrance fee charged at some protected areas. Currently, the fee for entrance to Cockscomb is BZ\$2.50 for Belizeans and BZ\$10.00 for foreigners.

The Protected Areas Conservation Trust (PACT) was initiated in June 1996 to collect (20% of Entrance Fees collected goes to PACT and the remaining 80%, since February 1999, is retained by Belize Audubon Society for its management) and disburse funds that support conservation activities. Funds collected through the institution of a conservation fee (tied to the country's airport departure tax) are placed in a trust fund which can be accessed for natural resource protection and management projects. Belize Audubon continues to promote the protected areas it manages as ecotourism destinations, and these areas play a pivotal role as foci of ecotour packages because of their locality and popularity. Although in Belize, tourism has primarily focused on coastal areas and the cays of the barrier reef, from a financial standpoint it is encouraging to see that terrestrial natural areas are now being tapped increasingly for their tourism value.

In order to analyze future income, potential sources were divided into five categories: Self-Sufficiency Funds, International Public, International Private, National Public and National Private. In this way numerous small sources could be grouped together and analyzed by category rather than individually. Of these categories, the largest is expected to be the Self-Sufficiency Funds which is projected to contribute 43% of Cockscomb's total income for the period 1999-2003. Within this category, the largest single source will be the Entrance Fees which the government of Belize allows Belize Audubon to collect and keep for the Sanctuary's management activities. Entrance Fees alone constitute 19% of Cockscomb's total income, while Cabin Fees account for 17% of total income for the years considered in this financial plan. Both of these figures confirm just how important tourism income is to Belize's protected areas.

However, above both Entrance and Cabin Fees is one large International Public source: the European Union (EU). While International Public Donations as a category may not surpass Self-Sufficiency Funds, the expected contribution from the European Union is indeed the largest single source of income that Cockscomb will receive and will account for 23% of total income. At BZ\$25,000 per year the Japanese Overseas Development Agency (JODA) is another important source of international public funding. Together, International Public sources will contribute 37% of Cockscomb's total income.

At 12% of total income, International Private Donations are a relatively small but consistent source of funds for the Sanctuary. By far the largest among the international private sources is the Jaguar Cars which is expected to contribute approximately BZ\$80,000. On the domestic side while National Private Donations may seem negligible at 1% of total income they are symbolically significant because they come from the Village Councils and represent both the material and the moral support that surrounding villages lend to the Sanctuary.

Finally Belize's National Protected Areas Trust Fund, PACT, is expected to provide 7% of total income. This contribution is quite significant not only because as a percentage of total income, it is larger than the National Public contributions of many of Belize's Central American neighbors but because it will fund co-management activities between Belize Audubon and the villages surrounding Cockscomb. As a result of its progressive stance on conservation finance and national protected areas designation, Belize has earned international recognition as a leader in protected areas management.

This accomplishment has been in no small part due to the capable assistance that Belize Audubon has given the Belizean government in managing national parks throughout the country

VI INCOME VS EXPENSES

A comparison between projected income and expenses reveals that if Belize Audubon were to carry out all of the activities outlined in the Management Plan for Cockscomb, it is very likely that the Sanctuary would accrue a deficit, given current and projected funding levels. The deficit begins in 1999, with expenses outstripping income by BZ\$28,500, and reaches a maximum in the year 2000 when it reaches BZ\$133,000. After 2000, the deficit begins to decline, although Cockscomb is not expected to end any of the years contemplated in this financial plan in the black.

While these figures may give the impression that Cockscomb's future financial position is precarious, it is important to remember the assumptions made during this exercise. For example, projected income only reflects assured pledges and projects or proposals with a high probability of being funded. The income that future fundraising efforts and still-to-be-identified funding sources could bring is not reflected in any way. Moreover, expenses have purposely been allowed to exceed income in order to give Belize Audubon an idea of what Cockscomb's financial needs will be over the coming years and with it, a fundraising target to aim for.

The main causes of the deficit projected for 2000 are significant investments in recreation and research infrastructure in addition to major disbursements on a sociological study of the areas surrounding the Sanctuary. All of these expenses represent short-term projects that are expected to last one to two years rather than recurring or routine expenses that must take place every year. Should Belize Audubon fail to raise the funds necessary to carry out all of the activities outlined in the Management Plan, it may have to curtail its activities. As mentioned in the Projected Expenses section, Belize Audubon has a general rule for prioritizing expenditures in case of a budgetary shortfall: expenses which fall under Special Projects would be sacrificed in order to cover those in the Basic Operational Budget. The size of the deficit (or surplus) that ultimately results will depend upon Belize Audubon's ability to fundraise and generate revenue.

On a comparative note, the total projected deficit for the five-year period, 1999 to 2003, is BZ\$357,090, less than one-third of the total projected expense for the period. This means that the funds needed to cover approximately 77% of total projected expenses have already been raised or have a high probability of being received and that 23% of projected expenses still need to be covered. If one considers that the income contemplated in this plan adds up to more than BZ\$1.5 million, a fundraising goal of less than one-third of that over five years does not seem unattainable. Finally, it is important to remember that projected expenses reflect a high level of protection for Cockscomb and represent an ambitious target for the Sanctuary's management. In the event that the funds needed to cover all of the activities called for in the Management Plan are not raised, Belize Audubon will consider eliminating those activities or projects which it considers least necessary for maintaining current levels of protection at Cockscomb.

VII NEXT STEPS

One of the next steps in Cockscomb's financial planning process should be the expansion of Belize Audubon's endowment. Currently, Cockscomb receives approximately BZ\$5,000 from Belize Audubon's endowment. While Belize Audubon must divide the endowment's income among the organization's several programs as well as the six protected areas that it manages, this amount could certainly increase. To this end, Belize Audubon is undertaking a major fundraising campaign on the occasion of the organization's 30th anniversary whose main objective is to grow the organization's endowment so that it can contribute more significantly to Belize Audubon's programs and protected areas. In addition to the organization's trust fund, Belize Audubon should consider establishing a trust fund for Cockscomb. However, before doing this, a thorough financial analysis of how much Belize Audubon could realistically raise for a Cockscomb trust fund must be conducted because it would be more financially rewarding (and less administratively taxing) to have one medium-sized trust fund than two small ones.

In addition to growing its endowment, Belize Audubon must continue pressuring the government for greater support of National Protected Areas. At 7%, the government's contribution is not large enough, especially when one considers that Cockscomb is one of the largest remaining areas of jaguar habitat in the Americas as well as a popular ecotourism destination for international visitors to Belize. If the Belizean government is unwilling or unable to set aside more funds for national parks, Belize Audubon should seek in-kind donations of equipment, labor, building materials or land which, in the short term, may be easier for the government to contribute. One thing is very clear: Belize Audubon must capitalize on the trust which it has earned from the Belizean government through years of sound protected areas management and open communication.

Tourism is expected to be the greatest source of funding for Cockscomb in the coming years. Belize Audubon has calculated that approximately BZ\$236,822 will be raised through entrance fees over the next four years. In addition to entrance fees, Belize Audubon should capitalize on increased visitation rates to market its products and services more aggressively and to a larger audience. Belize Audubon may also consider offering environmental education classes to school groups that would be willing to pay a group fee for a day of hiking and outdoor classes. In this case, an arrangement with the Ministry of Education to secure government funding may be a possibility. Such a strategy would be very consistent with Belize Audubon's environmental education objectives.

Belize Audubon is well aware of Cockscomb's financial requirements and of the need to devote financial and human resources to fundraising efforts. In the future, Belize Audubon plans to renew its partnerships with Audubon chapters in the US, including the Florida, Massachusetts and Minnesota chapters. There has been no relationship between National Audubon and US Audubon since the early 1970s, but Belize Audubon's executive director is optimistic that these relationships can be restored and cultivated, especially as the organization approaches its 30th anniversary.

Another source of income which Belize Audubon hopes to strengthen in the new millennium is its membership base. Currently, the organization's membership is roughly half Belizean and half foreign and does not bring in many funds. In order to expand the organization's membership, Belize Audubon should consider undertaking a membership campaign which markets specific species, parks or programs. This may appeal more to potential new members than supporting the organization in a general, unspecified way. Belize Audubon will still reserve the right to use the funds raised in whatever way it sees fit, but a more targeted marketing campaign would be more appealing and could capitalize on media coverage of disappearing biodiversity and natural habitat.

Cockscomb is in a good position. Belize Audubon is a dynamic organization with a highly skilled and motivated staff which is continually on the lookout for new ideas and opportunities. While Belize Audubon is in the difficult position of being a private organization managing public land, it must look upon this as a strength, after all, no other organization has a solid enough relationship with the Belizean government to be thoroughly entrusted with the management of six national protected areas. Cockscomb is one of the gems of Belize's national system of protected areas. The Sanctuary and its most famous inhabitant, the jaguar, have tremendous marketing potential. Belize Audubon must take full advantage of this in order to make even greater progress on the road to financial self-sufficiency. The prominence of Belize Audubon's Self-Sufficiency Funds in Cockscomb's projected income figures demonstrates that indeed Belize Audubon has the talent and the determination to make self-sufficiency a reality.

Cockscomb Basin Wildlife Sanctuary
Long-Term Financial Plan (1999-2003)

Expense Projections	1999	2000	2001	2002	2003	TOTAL
Basic Operational Budget						
Salaries						
Protected Areas Manager	4,000	4,120	4,244	4,371	4,502	21,237
Head Warden	15,800	16,274	16,762	17,265	17,783	83,884
Wardens	81,000	83,430	85,933	88,511	91,166	430,040
Social Security	3,720	3,720	3,720	3,720	3,720	18,600
Insurance	4,583	6,875	6,875	6,875	6,875	32,083
<i>Sub-Total Salaries</i>	109,103	114,419	117,534	120,742	124,046	585,843
Transportation						
Staff Travel	1,200	1,320	1,452	1,597	1,757	7,326
Per Diem/Accommodations	1,800	1,890	1,985	2,084	2,188	9,946
Freight/Rentals	1,450	1,450	1,450	1,450	1,450	7,250
Fuel	6,780	6,983	6,285	6,474	6,668	33,190
Maintenance, Repair & Servicing	2,700	2,862	3,034	3,216	3,409	15,220
Parts	4,300	4,730	5,203	5,723	6,296	26,252
Licensing & Insurance	650	660	670	680	690	3,349
<i>Sub-Total Transportation</i>	18,880	19,895	20,078	21,223	22,457	102,533
Office Expenses						
Radio Communication	6,800	13,400	11,200	6,800	13,400	51,600
Professional Fees & Audits	1,000	1,030	1,061	1,093	1,126	5,309
Telephone/Fax	720	720	720	720	720	3,600
Postage	240	240	240	240	240	1,200
Office Supplies	1,200	1,200	1,200	1,200	1,200	6,000
Building & Equipment Insurance	3,150	3,197	3,245	3,294	3,343	16,230
Film & Developing	600	606	612	618	624	3,061
Sanitation	1,250	1,288	1,326	1,366	1,407	6,636
Miscellaneous (Minor purchases)	1,500	1,545	1,591	1,639	1,688	7,964
<i>Sub-Total Office Expenses</i>	16,460	23,226	21,196	16,970	23,748	101,600
Maintenance & Upgrades						
Trails	2,750	2,888	3,032	3,183	3,343	15,195
Campsites	700	735	772	810	851	3,868
Grounds Maintenance	1,200	1,260	1,323	1,389	1,459	6,631
Buildings & Structures	2,400	2,520	2,646	2,778	2,917	13,262
Equipment	800	840	882	926	972	4,421
Signs	720	756	794	833	875	3,978
Parking Lots	1,440	1,512	1,588	1,667	1,750	7,957
Exhibits	480	504	529	556	583	2,652
<i>Sub-Total Maintenance & Upgrades</i>	10,490	11,015	11,565	12,143	12,751	57,964
Others						
Training (facilitators, refreshments)	1,000	2,000	2,000	4,000	4,000	13,000
Vacation Grant	8,400	9,240	10,164	11,180	12,298	51,283
Uniforms	5,400	5,670	5,954	6,251	6,564	29,838
Casual Labor	960	1,008	1,058	1,111	1,167	5,305
<i>Sub-Total Others</i>	15,760	17,918	19,176	22,543	24,029	99,426
Sub-Total Basic Operational Budget	170,693	186,472	189,548	193,621	207,031	947,366

Cockscomb Basin Wildlife Sanctuary
Long-Term Financial Plan (1999-2003)

Special Projects	1999	2000	2001	2002	2003	TOTAL
Protection						
Community-based Activities	0	20,000	20,000	20,000	0	60,000
Demarcation of Boundaries	0	0	30,000	30,000	0	60,000
Fire Training	0	3,500	0	0	0	3,500
Repair & Maintain Helipads	0	4,000	4,000	4,000	4,000	16,000
Waste Management Program	1,000	1,000	1,000	1,000	1,000	5,000
First Aid Training	2,700	2,700	2,700	2,700	2,700	13,500
Emergency Evacuation Plan	0	2,000	0	0	0	2,000
Maintenance of Boundaries	0	0	5,000	5,000	5,000	15,000
Aerial Reconnaissance	1,500	1,500	1,500	1,500	1,500	7,500
Sub-Total Protection	5,200	34,700	64,200	64,200	14,200	182,500
Equipment						
Radio System	5,000	0	0	0	0	5,000
Vehicle	0	10,000	0	0	10,000	20,000
Trail Bike	0	8,000	0	0	0	8,000
Sub-Total Equipment	5,000	18,000	0	0	10,000	33,000
Construction						
Road to CBWS	2,000	4,000	1,500	1,500	3,000	12,000
Upgrade Kitchen	5,000	0	0	0	0	5,000
Upgrade Cabin	5,000	0	0	0	0	5,000
Signs	4,500	0	0	0	0	4,500
Solar Systems	0	5,000	0	0	0	5,000
Tool Room Construction	0	2,500	2,500	0	0	5,000
Sub-Total Construction	16,500	11,500	4,000	1,500	3,000	36,500
Recreation						
Birding Trails	3,200	0	0	0	0	3,200
Main Campground	3,500	0	0	0	0	3,500
Victoria Peak	2,000	0	0	0	0	2,000
Maya Trail	0	8,000	7,000	0	0	15,000
Monitor & Upgrade Swimming Sites	0	5,000	1,000	1,000	1,000	8,000
Repair & Maintain Barbeque Pits	0	900	400	200	400	1,900
Upgrade & Maintain Water System	0	4,200	1,500	1,500	2,500	9,700
Update Trail Map	0	1,000	1,500	2,000	2,500	7,000
Create & Maintain Living Barriers	0	1,000	500	500	500	2,500
Sub-Total Recreation	8,700	20,100	11,900	5,200	6,900	52,800
Community Development						
Training Tour Guides	0	3,600	0	3,600	0	7,200
Sub-Total Community Development	0	3,600	0	3,600	0	7,200
Research & Monitoring						
Gap List	0	1,500	0	1,500	0	3,000
Annual Bird Count	300	300	300	300	300	1,500
Sociological Research	38,740	38,740	0	0	0	77,480
Library	500	500	500	500	500	2,500
Data Collection @ Sale Si Puede	2,500	2,500	2,500	2,500	2,500	12,500
Laboratory at CBWS	0	30,000	30,000	5,000	5,000	70,000
Sub-Total Research & Monitoring	42,040	73,540	33,300	9,800	8,300	166,980

Cockscomb Basin Wildlife Sanctuary
Long-Term Financial Plan (1999-2003)

	1999	2000	2001	2002	2003	TOTAL
Environmental Education						
Warden Orientation Programme	325	341	358	376	395	1,796
Community Outreach & Education	1,500	1,575	1,654	1,736	1,823	8 288
Environmental Summer Camp	6,400	6,720	7,056	7,409	7,779	35,364
Bird Checklist	100	105	110	116	122	553
Organized School Visits	100	105	110	116	122	553
Development of Curriculum Guide	6 000	6,300	6,615	6,946	7,293	33,154
<i>Sub-Total Environmental Education</i>	14,425	15,146	15,904	16,699	17,534	79 707
Belize Audubon Program Areas						
Advocacy	9,166	16,310	17,126	17,982	18,881	79,464
Marketing & Membership						0
<i>Sub-Total BAS Program Areas</i>	9,166	16,310	17,126	17,982	18,881	79,464
Sub-Total Special Projects	101,031	192,896	146,429	118,981	78,815	638,151
Total Expenses CBWS	271,724	379,368	335,977	312,602	285,846	1,585,517

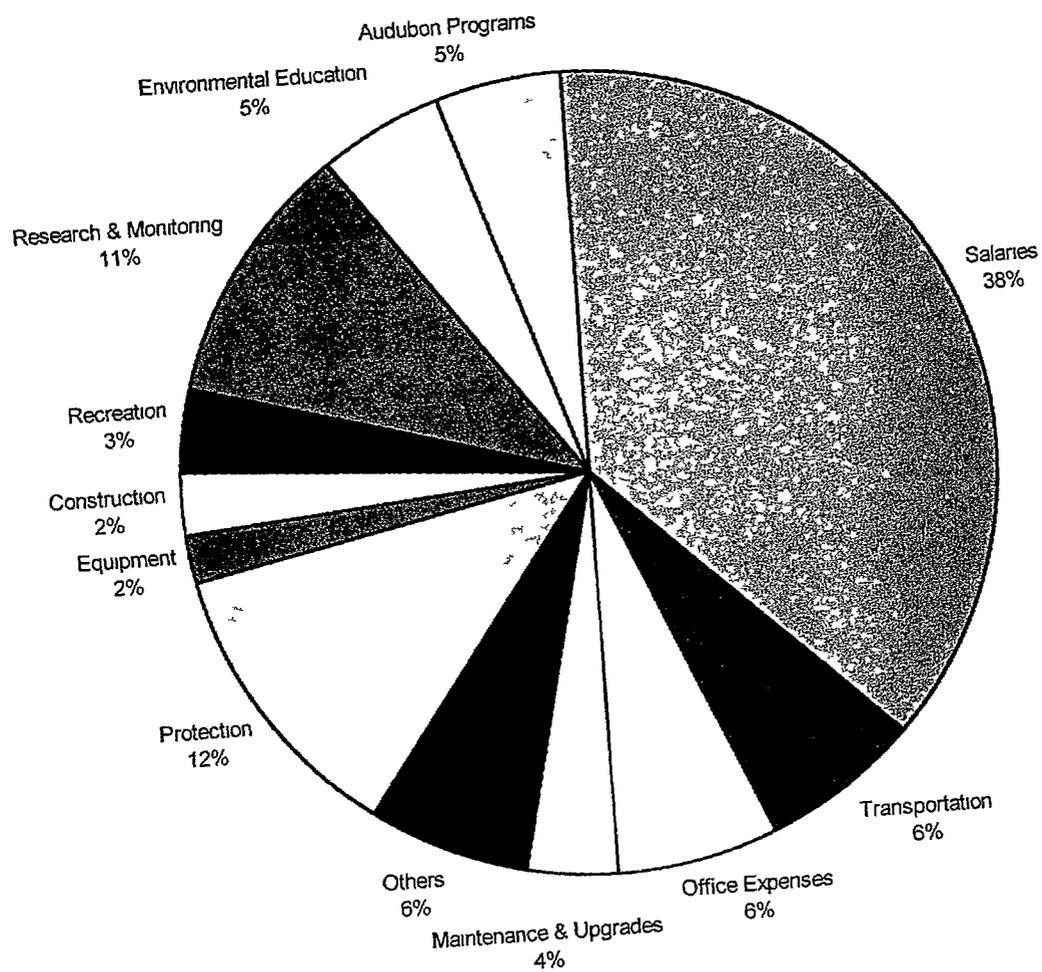
Cockscomb Basin Wildlife Sanctuary
Long-Term Financial Plan (1999-2003)

Cockscomb Basin Wildlife Sanctuary	1999	2000	2001	2002	2003	TOTAL
Income Projections						
Self-Sufficiency Funds						
Entrance Fees	38,000	41,800	45,980	52,877	58,165	236,822
Camping	3,240	3,400	3,640	3,970	4,000	18,250
Cabin Fees	36,720	38,560	41,255	44,970	49,915	211,420
Slide Presentations	500	1,000	1,500	2,000	2,500	7,500
Concessions	500	700	900	1,100	1,300	4,500
Gift Shop	500	700	900	1,100	1,300	4,500
Special Events	4,285	4,500	4,725	4,960	5 210	23,680
Endowment	5,000	5,250	5,513	5,788	6,077	27,628
<i>Sub-Total Self-Sufficiency</i>	88,745	95,910	104,413	116,765	128,467	534,300
International Public Donations						
Prolead/IDB	25,000	25,000	0	0	0	50 000
JODA	25,000	25,000	25,000	25,000	25,000	125,000
European Union	50,000	53,000	56,000	60,000	63,000	282 000
<i>Sub-Total International Public</i>	100,000	103,000	81,000	85,000	88 000	457 000
International Private Donations						
World Wildlife Fund	16,000	18,000	20,000	22,000	24,000	100,000
Manomet Bird Observatory	500	500	500	500	500	2,500
BirdLife International	500	500	500	500	500	2,500
School for International Training	5,000	5,250	5,513	5,788	6,077	27,628
Visitor Donations	1 000	1 200	1,400	1,600	1,800	7 000
In-kind Donations	1,000	1,000	1,000	1,000	1 000	5,000
<i>Sub-Total International Private</i>	24,000	26,450	28 913	31,388	33,877	144,628
National Public Donations						
PACT	30,000	20,000	20,000	10,000	5,000	85,000
<i>Sub-Total National Public</i>	30,000	20,000	20 000	10,000	5 000	85 000
National Private Donations						
Village Councils	500	1,000	1,500	2 000	2,500	7,500
<i>Sub-Total National Private</i>	500	1,000	1,500	2,000	2,500	7,500
Total Income CBWS	243,245	246,360	235,826	245,153	257,844	1,228,428

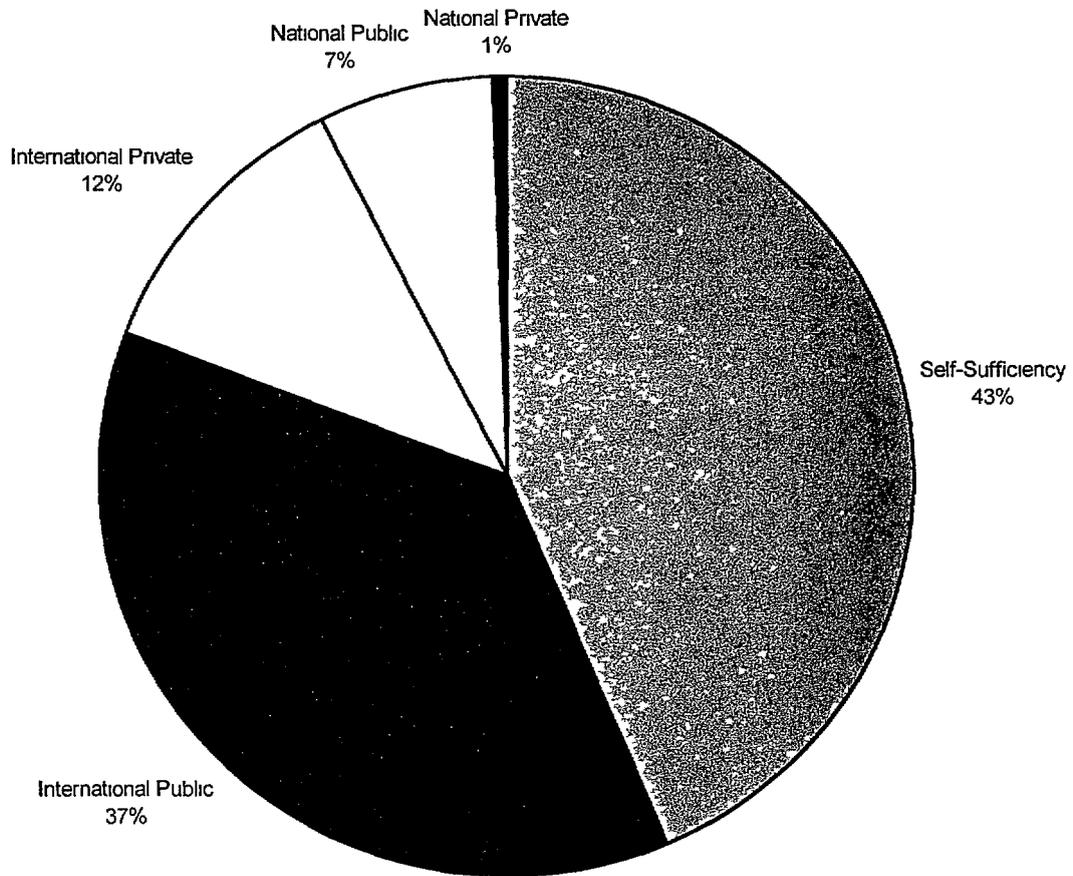
**Cockscomb Basin Wildlife Sanctuary
Long-Term Financial Plan (1999-2003)**

Cockscomb Basin Wildlife Sanctuary	1999	2000	2001	2002	2003	TOTAL
Comparison of Income and Expenses						
INCOME						
Self-Sufficiency Funds	88,745	95,910	104,413	116,765	128,467	534,300
International Public Donations	100,000	103,000	81,000	85,000	88,000	457,000
International Private Donations	24,000	26,450	28,913	31,388	33,877	144,628
National Public Donations	30,000	20,000	20,000	10,000	5,000	85,000
National Private Donations	500	1,000	1,500	2,000	2,500	7,500
Total Income	243,245	246,360	235,826	245,153	257,844	1,228,428
EXPENSES						
Salaries	109,103	114,419	117,534	120,742	124,046	585,843
Transportation	18,880	19,895	20,078	21,223	22,457	102,533
Office Expenses	16,460	23,226	21,196	16,970	23,748	101,600
Maintenance & Upgrades	10,490	11,015	11,565	12,143	12,751	57,964
Others	15,760	17,918	19,176	22,543	24,029	99,426
Protection	5,200	34,700	64,200	64,200	14,200	182,500
Equipment	5,000	18,000	0	0	10,000	33,000
Construction	16,500	11,500	4,000	1,500	3,000	36,500
Recreation	8,700	20,100	11,900	5,200	6,900	52,800
Community Development	0	3,600	0	3,600	0	7,200
Research & Monitoring	42,040	73,540	33,300	9,800	8,300	166,980
Environmental Education	14,425	15,146	15,904	16,699	17,534	79,707
Belize Audubon Program Areas	9,166	16,310	17,126	17,982	18,881	79,464
Total Expenses	271,724	379,368	335,977	312,602	285,846	1,585,517
Balance (Deficit)	(28,479)	(133,008)	(100,151)	(67,449)	(28,002)	(357,089)

Cockscomb Basin Wildlife Sanctuary Expense Projections (1999-2003)



**Cockscomb Basin Wildlife Sanctuary
Income Projections (1999-2003)**



Cockscomb Basin Wildlife Sanctuary
Expenses vs Income (1999-2003)

