

Crooked Tree Wildlife Sanctuary

Long Term Financial Plan 2000 - 2004

Juan José Dada



February 29th, 2000

PROARCA/CAPAS

ACERCA DE ESTA PUBLICACIÓN

Esta publicación y el trabajo descrito en ella fueron financiados por la Agencia de Estados Unidos para el Desarrollo Internacional (USAID) en el contexto de CONCAUSA, la declaración Conjunta Centroamérica – Estados Unidos (Miami, octubre de 1994) sobre la conservación del ambiente en Centroamérica. Las opiniones e ideas presentadas aquí no son necesariamente respaldadas por USAID, ni representan sus políticas oficiales.

ABOUT THIS PUBLICATION

This publication and the work described in it were funded by the U.S. Agency for International Development (USAID) in the context of CONCAUSA, the Joint Central America – USA declaration (Miami, October 1994) on conservation of the environment in Central America. The views and ideas presented here are not necessarily endorsed by USAID, nor do they represent USAID's official policies.

EXECUTIVE SUMMARY

Crooked Tree Wildlife Sanctuary (CTWS) is the most important wetland in Belize. It was declared protected area in 1984 and declared “Wetland of International Importance” by the RAMSAR Convention in 1997. Belize Audubon Society manages this protected area for the Government and People of Belize. Belize Audubon Society is a very well known non-profit conservation organization in the country.

The area protects many different bird species, mammals, reptiles and fishes. Five villages are located close to the Sanctuary and have a very strong economical dependence to it. Most of the villagers support CTWS, but economically viable options are needed in order to release pressure from the natural resources.

This Financial Plan presents all the costs of the ideal activities during five years (2000 to 2004) for the Sanctuary and combines them with the secure and possible income already identified for the area. The deficit identified is the fundraising target for Crooked Tree Wildlife Sanctuary therefore if enough funds are raised then the planned activities will become feasible.

An increasing *Basic Operational Budget* is going to be necessary for the administration to be able to maintain a minimum necessary level of protection and support. The *Special Projects* category includes all the needed funds for punctual themes and activities; in this category an orientation to the communities’ environmental friendly development is clear. In total, the first two years have a higher level of investment than the rest of the years, in which the investment is lower but with a small annual increment.

The *Community Participation* is very important. It represents a voluntary help that would be impossible to pay if necessary, and guarantees a minimum level of protection in the area. It is clear that the sustainable conservation of Crooked Tree area is only possible with the complete support of the villagers.

Most of the income comes from *International Donations* and it will have to be these way at least during the five years of this plan. *Belizean Government* and *Self Generated* income are small but important sources. In overall, the *Total Income* decreases as the planned time increases; this is explained because the administration has to be focused on the short term more than the long term, and it is difficult to find funding sources for distant periods.

At the end of this process, it is clear that for the first two years B\$103.000 and B\$119.000 have to be raised to fulfill all the planned activities. Since it probably will not have a deficit, the third year is going to let the administration concentrate in the long-term sustainability and the funding for the next years. For the last two years, the situation will be different: B\$134.000 and B\$205.000 will be needed. It is very likely that funding opportunities will be available as time goes by, but it is important to start working now. In general, the Sanctuary is in a good position. It has the support of Belize Audubon Society, which is a very experimented and committed organization. At this point the area may not be financially sustainable, but it still is in its consolidation process and all the activities are oriented to a long-term benefit for the area and its natural resources.

INTRODUCTION

Located 33 miles northwest of Belize City, Crooked Tree Wildlife Sanctuary (CTWS) protects 16,400 acres of waterways, logwoods, swamps and lagoons that serve as a resting place for thousands of resident and migrating birds, numerous mammals, reptiles and insects.

The Government of Belize in 1984 with the support of Belize Audubon Society (BAS), which is now the manager of these, and another eight protected areas and approximately six bird sanctuaries in the country founded CTWS. BAS is a non-government organization dedicated to protected area management, environmental education and the promotion of conservation and environmental awareness through public advocacy.

In November 1997 the Cabinet approved a request for Belize to become a signatory to the RAMSAR Convention and to designate Crooked Tree Wildlife Sanctuary as a site on the "List of Wetlands of International Importance". In August 1998 CTWS was declared making it the first and only RAMSAR site in Belize. This designation gives CTWS international recognition and, therefore, increased probability for accessing funds.

The Crooked Tree area is generally flat, with elevations ranging from 10 to 45 feet above sea level. Biogeographically it is classified in the Neotropical Realm covered mostly by Tropical Humid Forest. The area has a complex hydrological scheme, encompassing shallow lagoons, creeks, marshes, and other wetland categories. Belize River is the main tributary system.

The shallow water systems at the Sanctuary are vital for a lot of bird species. About 260 of the approximately 392 Belize resident bird species and many other migrant ones have been reported inside the protected area. There are two nesting pairs of the rare jabiru stork, one of the largest flying birds in the Western Hemisphere with a wingspan of eight feet, who have become the unofficial symbol of CTWS.

In addition to its prolific birdlife and besides other mammals, Crooked Tree has populations of Baird's tapir (*Tapirus baivdii*), jaguar (*Pantera onca*) and Morelet's crocodile or alligator (*Crocodylus moreletii*), all of which are listed by the "Conference on International Trade in Endangered Species" (CITES) as *seriously endangered*. There are also numerous reptiles, snakes and freshwater fishes.

Within the sanctuary is the village of Crooked Tree, one of the first inland villages, established during the logwood era in Belizean history. The most important economical activities these days for the villagers are tourism, traditional small scale farming, livestock rearing, subsistence fishing and cashew plantations.

Inside the village of Crooked Tree there are different organized groups that play an important role in whatever is going to take place: "Cashew Association", "Ladies group", "Youth's group", "Carrying Citizens Association", "Community Wetland Working Group" and the "Village Council" (local government). All the efforts are made with

them and their support. On the last survey carried out 86% of householders in the community were in favor of the Crooked Tree Wildlife Sanctuary.

Another villages around the protected area that are influenced by it are Lemonal, Maypen, Gardenia and Biscaye. The administration of the Sanctuary knows that the only way to preserve the nature environment as it is now is working together in a sustainable base with the people that live there. Most of them are concerned about conservation, but new and better ways to make their living are urgent.

CONSERVATION OBJECTIVES AND MANAGEMENT CONCERNS

All the activities that take place inside the area are guided by the “Crooked Tree Wildlife Sanctuary Management Plan” (2000 – 2004). This document was made with the scientific and social information available to ensure the best conservation strategies. Every year an “Annual Operation Plan” is developed to schedule the activities based on the resources available.

The major Sanctuary goals are:

- Conserve in perpetuity the Crooked Tree wetland ecosystem in order to maintain its ecological functions and as a RAMSAR site.
- Provide recreation in a manner that it is compatible with the natural and cultural environment.
- Secure the biological integrity of the ecosystem.
- Secure the traditional resource-based lifestyle of local villagers.

In order to achieve this goals the administration has identified four topics that need special attention and urgent work:

1. Scientific Information: There is a lack of scientific information and statistics to support conservation plans for different species. For example, fishing is prohibited inside CTWS, but since it provides a significant portion of the villagers’ protein and an income source for fishermen, to gain community support there is an informal scheme were the local people are allowed to fish. Unfortunately anecdotal information indicates that the fishery is substantially declining. Without data, it is impossible to know what constitutes a sustainable catch and to write and enforce effective fishery regulations. Until data is available on food needs and preferences of different wildlife species, there is no way of knowing how the declining fishery is affecting CTWS primary mission: wildlife protection. Another important study topics are: the jaguar populations and its geographic range, the Jaribu and many other species.

2. Productive and sustainable ways of life: In order to release tension from the natural resources, the people close to the Sanctuary need new sustainable activities to give them a higher revenue than the simple extraction from nature. The cashew is an economical important fruit in the area that with some orientation and a cashew deshelling machine

could represent a better income to the town. Tourism is the fastest growing industry; it is important to focus this new activity in an ecological way. There are also initiatives to produce and commercialize other animal and fish species, like gibnuts and local fishes.

3. Management and Control: The administration has to guard and constantly monitor the Sanctuary natural status, in order to ensure the preservation of wildlife and natural resources. As all the other important activities are accomplished, this one gets easier. The research and monitoring could lead to better deals and understanding by the people and the new economical activities will reduce the need of patrols and surveys. But still some Basic Operations are always needed.

4. Founding: Unfortunately the average budget of the last years has not been sufficient to carry out all the necessary activities. This Financial Plan will show how much is needed and the income sources available now, so a difference can be located and targeted by the administration. It will also support any fundraising strategies and some income generating activities like entrance fees or new environmental friendly business.

METHODOLOGY AND PLAN OVERVIEW

This Financial Plan was developed with the active participation of the Crooked Tree Wildlife Sanctuary Director, the Area Wardens and the Protected Areas Specialist of Belize Audubon Society, and then reviewed by the Executive Director of the organization. It outlines the costs of all the activities stated in the Management Plan and the Annual Operation Plan.

The expense estimation is based on the annual budget, complemented with information from other sources to represent the ideal work for the area and the special projects planned for the next five years. In the *community participation table* the cost of activities presently carried out voluntarily by villages is costed in the event that in the future BAS would have to finance it if the relationship with the villagers changes.

Expenses are combined with the income that is already secure, and then with the income that has a lower level of security. Therefore, the deficit that can be covered with the income sources already identified but not secured and the deficit that has no income source related, are identified.

This planning process also helped the administration to prioritize the special projects according to the most urgent needs of the area, so in case that founding is not enough for all, only the most urgent are going to be carried out.

As any long-term plan, this Financial Plan has to be reviewed and actualized every year in order to keep its value and reality.

EXPENSE ANALYSIS

Expenses were grouped in *Basic Operational Budget*, *Special Projects* and *Community Participation*.

If the conditions around the Sanctuary do not change the administration will need an increasing *Basic Operational Budget*. The hiring of two new wardens (one in 2001 and one in 2004), all the costs related to them and the fuel consumption are the main cost increments.

Comparing the different expenses in the *Basic Operational Budget*, “Salaries” represent 47%, and “Transportation” is going to be 27% on the fifth year; this demonstrates the strong fieldwork. (See graph #3).

During the first two years the *Special Projects* category requests a very strong investment; the amount in this category for the remaining years represents the continuity of some of these projects. This should not limit new project initiatives that may come after this plan was finished. (See graph #5).

The largest projects are from *Environmental Education*, *Community Development*, *Protection* and *Equipment* (see graph #4.). The first three are orientated to develop a better way of life for the habitants, to release pressure from the natural resources. The *Equipment* is to equip CTWS with the necessary to accomplish its goals, it is expected to last more than the five years that are planned in this document.

Unfortunately, there is not enough *Investigation* planned, efforts have to be done to identify interested institutions in this mater.

The *Community Participation* is a very important component. In the last three years, when the total expense level decreases, the community support represents 25% of all the activities. If this would not be voluntary work, it would be impossible to pay for it. (See graph #2).

Water Patrols, Garbage Campaigns and the Special Activities Support were identified as the biggest contributions from the various communities located around the protected area.

The Total Expense can be viewed in the graphic #1.



Crooked Tree Wildlife Sanctuary
Expense Projection (2000 - 2004)
 Belizean Dollars



	2000	2001	2002	2003	2004
I. Basic Operational Budget:					
SALARIES					
Director	16,900.00	17,845.00	18,837.25	19,879.11	20,973.07
Wardens	31,200.00	41,800.00	42,000.00	42,200.00	53,000.00
Social Security	262.08	327.60	327.60	327.60	393.12
Insurance	3,120.00	3,900.00	3,900.00	3,900.00	4,680.00
Subtotal	51,482.08	63,872.60	65,064.85	66,306.71	79,046.19
	49%	52%	49%	46%	47%
TRANSPORTATION					
Travel allowance	3,000.00	3,150.00	3,307.50	3,472.88	3,646.52
Perdiem	1,200.00	1,260.00	1,323.00	1,389.15	1,458.61
Accommodation	1,440.00	1,512.00	1,587.60	1,666.98	1,750.33
Fuel	12,020.40	16,027.20	20,956.32	28,605.38	33,006.20
Freight/rental	750.00	787.50	826.88	868.22	911.63
Servicing/repairs	3,005.00	3,155.25	3,313.01	3,478.66	3,652.60
Licensing/Insurance	390.00	819.00	859.95	902.95	948.09
Subtotal	21,805.40	26,710.95	32,174.26	40,384.21	45,373.98
	21%	22%	24%	28%	27%
OFFICE EXPENSE					
Building/Equipment Insurance	1,000.00	1,050.00	1,102.50	1,157.63	1,215.51
Communication	4,470.00	4,693.50	4,928.18	5,174.58	5,433.31
Office supply	2,000.00	2,100.00	2,205.00	2,315.25	2,431.01
Sanitation/Toiletries	1,380.00	1,587.00	1,825.05	2,098.81	2,413.63
Subtotal	8,850.00	9,430.50	10,060.73	10,746.27	11,493.46
	8%	8%	8%	7%	7%
MAINTENANCE/UPGRADE					
Trails	1,700.00	1,785.00	1,874.25	1,967.96	2,066.36
Resting Sites	1,350.00	1,417.50	1,488.38	1,562.79	1,640.93
Grounds maintenance	1,000.00	1,050.00	1,102.50	1,157.63	1,215.51
Buildings/Structures	1,200.00	1,260.00	1,323.00	1,389.15	1,458.61
Equipment	720.00	756.00	793.80	833.49	875.16
Signs	1,200.00	1,260.00	1,323.00	1,389.15	1,458.61
Parking lots	1,500.00	1,575.00	1,653.75	1,736.44	1,823.26
Exhibits	2,500.00	2,250.00	2,025.00	1,822.50	1,640.25
Electricity/Water	1,575.00	315.00	330.75	347.29	364.65
Education/Promotional material	1,500.00	1,575.00	1,653.75	1,736.44	1,823.26
Subtotal	14,245.00	13,243.50	13,568.18	13,942.83	14,366.60
	14%	11%	10%	10%	9%
TRAINING					
Facilitator/Refreshments	2,000.00	2,600.00	3,380.00	4,394.00	5,712.20
	2%	2%	3%	3%	3%
UNIFORMS					
Personnel	4,000.00	5,250.00	5,512.50	5,788.13	7,293.04
	4%	4%	4%	4%	4%
OTHERS					
Sundries (incidental)	1,440.00	1,512.00	1,587.60	1,666.98	1,750.33
Discretionary payment (staff)	1,200.00	1,260.00	1,323.00	1,389.15	1,458.61
Subtotal	2,640.00	2,772.00	2,910.60	3,056.13	3,208.94
	3%	2%	2%	2%	2%
Subtotal Basic Operational Budget	105,022.48	123,879.55	132,671.11	144,618.28	166,494.40
	27%	28%	45%	44%	49%

II. Special Projects:

EQUIPMENT

Audiovisuals and others	7,000.00	1,000.00	1,050.00	8,103.38	1,157.63
Generator, saws and others	4,000.00	800.00	840.00	882.00	926.10
Spark lights, tents, and others	1,875.00	400.00	200.00	210.00	220.50
Machine and electric boat	20,000.00	500.00	525.00	8,100.00	578.81
Trail bike and four wheels vehic.	12,000.00	40,000.00			
Subtotal	44,875.00	42,700.00	2,615.00	17,295.38	2,883.04

CONSTRUCTION

Resting site			500.00		
Office extension		1,500.00			
Patrol station		5,000.00			
Boardwalk II		5,500.00			
Subtotal	0.00	12,000.00	500.00	0.00	0.00

PROTECTION

Warden Exchange Program			5,000.00	5,250.00	5,512.50
Fishery Management Plan		6,000.00	1,000.00	1,050.00	1,102.50
Jaguar Compensation Program		61,050.00	16,852.50	14,608.13	15,338.53
Subtotal	0.00	67,050.00	22,852.50	20,908.13	21,953.53

RESEARCH AND MONITORING

Jabiru studies	2,400.00	2,520.00	2,646.00	2,778.30	2,917.22
Bucket testing	1,500.00	1,575.00	1,653.75	1,736.44	1,823.26
Subtotal	3,900.00	4,095.00	4,299.75	4,514.74	4,740.47

COMMUNITY DEVELOPMENT

Gibnut Farm	8,380.00				
Local fish pond	9,980.00				
Cashew deshelling machine	16,400.00	16,400.00			
Scholarship for students	1,000.00	1,000.00	1,000.00	1,000.00	2,000.00
Analysis of Community Projects	4,500.00				
Community Research	25,000.00				
Subtotal	65,260.00	17,400.00	1,000.00	1,000.00	2,000.00

ENVIRONMENTAL EDUCATION

Subtotal	50,000.00	50,000.00	20,000.00	20,000.00	20,000.00
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ADVOCACY PROGRAM

Subtotal	7,000.00	7,350.00	7,717.50	8,103.38	8,508.54
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MARKETING AND MEMBERSHIP

Subtotal	1,000.00	1,050.00	1,102.50	1,157.63	1,215.51
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Subtotal Special Projects

172,035.00	201,645.00	60,087.25	72,979.24	61,301.09
45%	46%	20%	22%	18%

III. Community Participation:

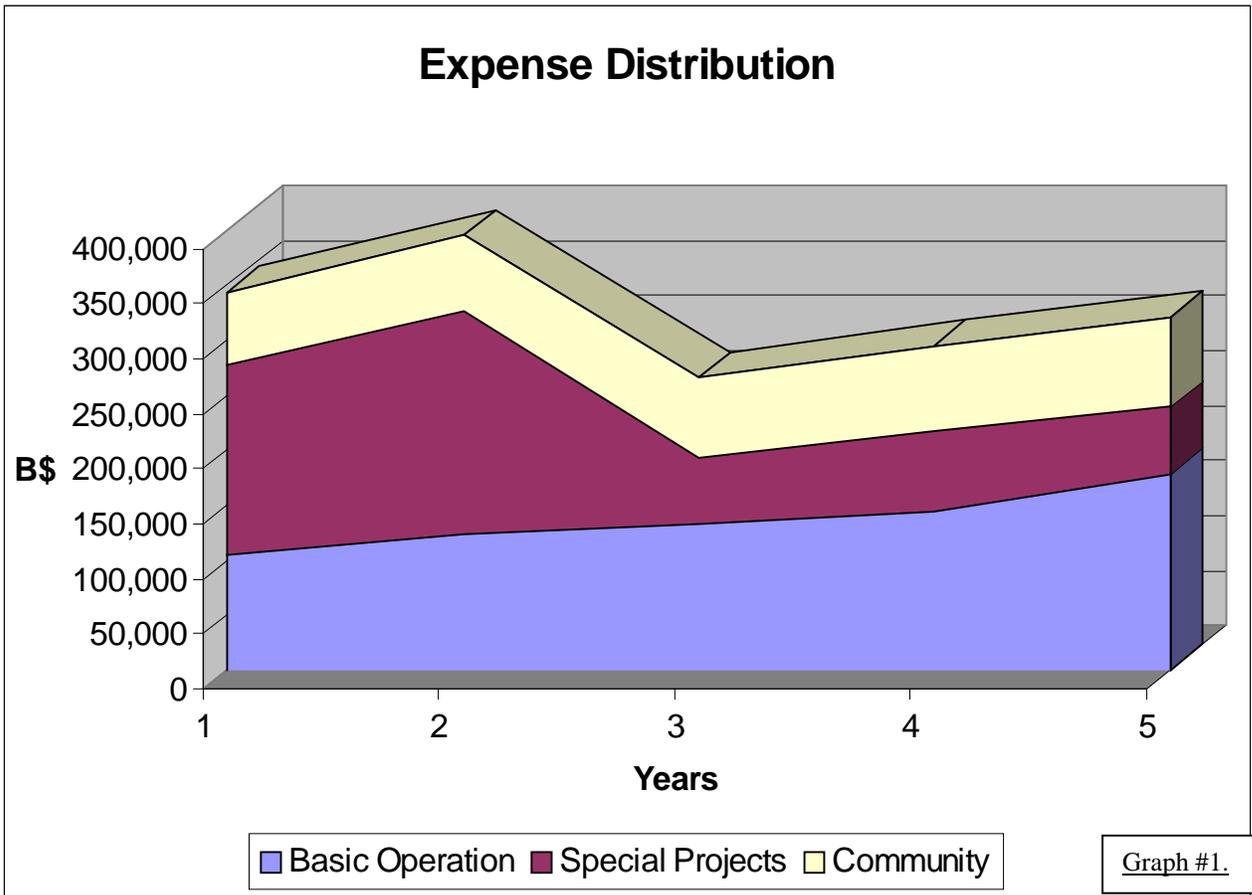
COMMUNITY SUPPORT

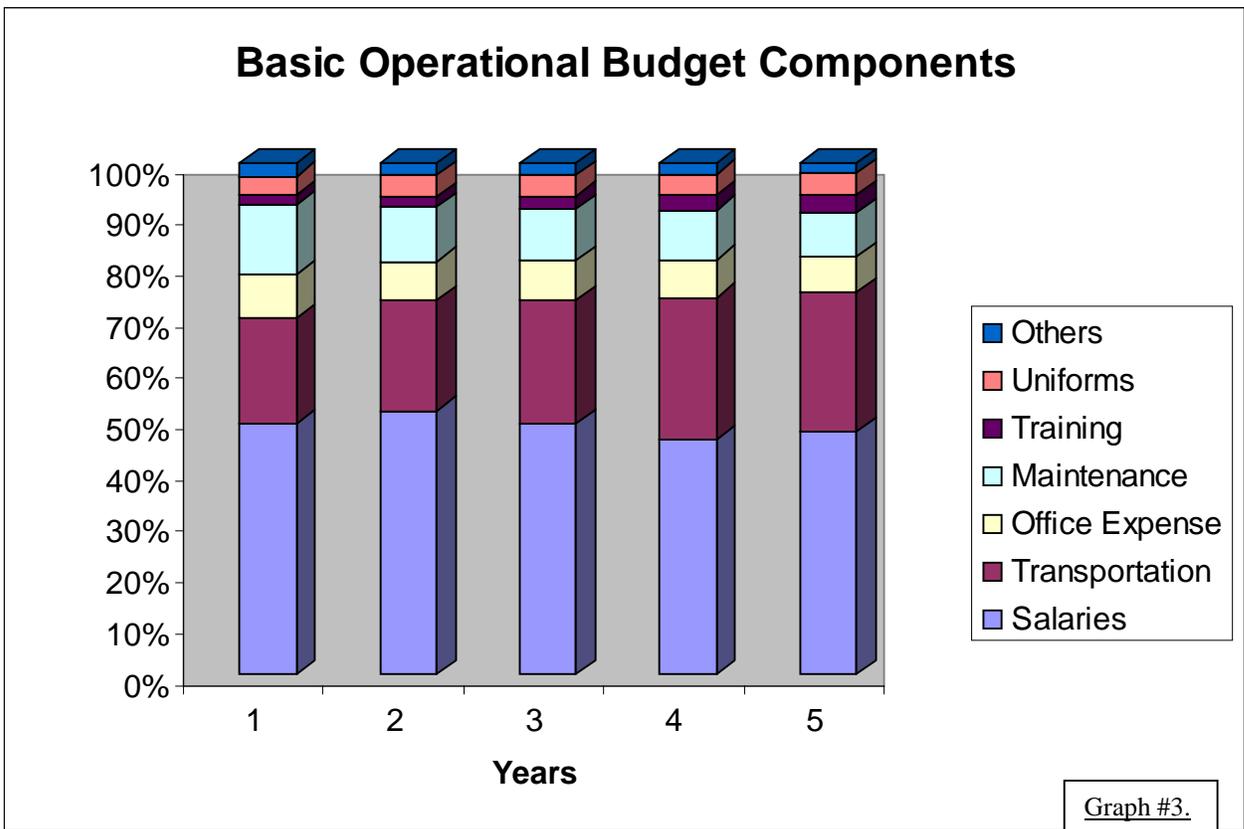
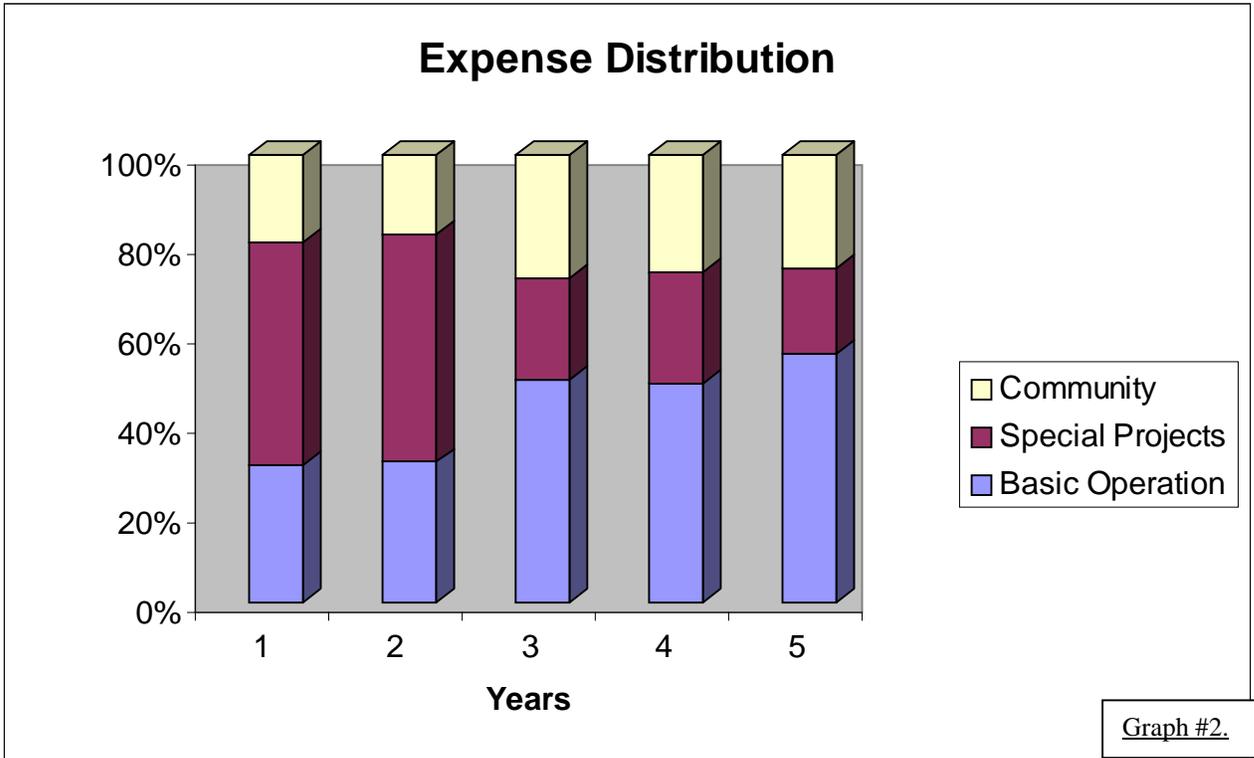
Water Patrols	16,200.00	17,010.00	17,860.50	18,753.53	19,691.20
Land Patrols	7,500.00	7,875.00	8,268.75	8,682.19	9,116.30
Wildlife Observation	6,750.00	7,087.50	7,441.88	7,813.97	8,204.67
Garbage Campaings	14,500.00	15,225.00	15,986.25	16,785.56	17,624.84
Linkages and Public Relations	1,250.00	1,312.50	1,378.13	1,447.03	1,519.38
Com. Wetland Working Group	3,600.00	3,780.00	3,969.00	4,167.45	4,375.82
Special Activities Support	10,000.00	10,500.00	11,025.00	11,576.25	12,155.06
Transportation	6,000.00	6,300.00	6,615.00	6,945.75	7,293.04
Services	960.00	1,008.00	1,058.40	1,111.32	1,166.89

Subtotal Community	66,760.00	70,098.00	73,602.90	77,283.05	81,147.20
	17%	16%	25%	24%	24%

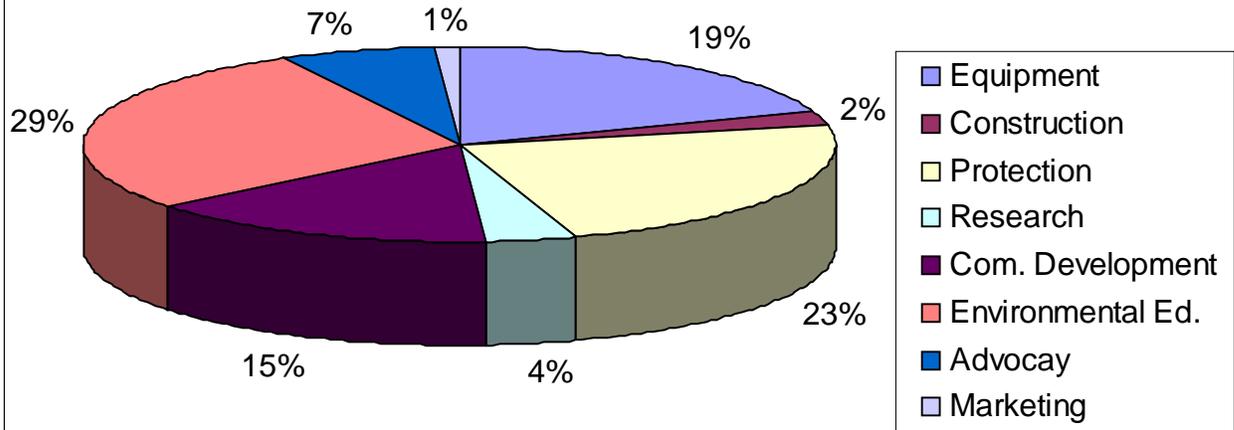
IV. Contingencies:	40,700.00	40,100.00	28,500.00	31,600.00	33,800.00
	11%	9%	10%	10%	10%

TOTAL EXPENSES CTWS	384,517.48	435,722.55	294,861.26	326,480.56	342,742.69
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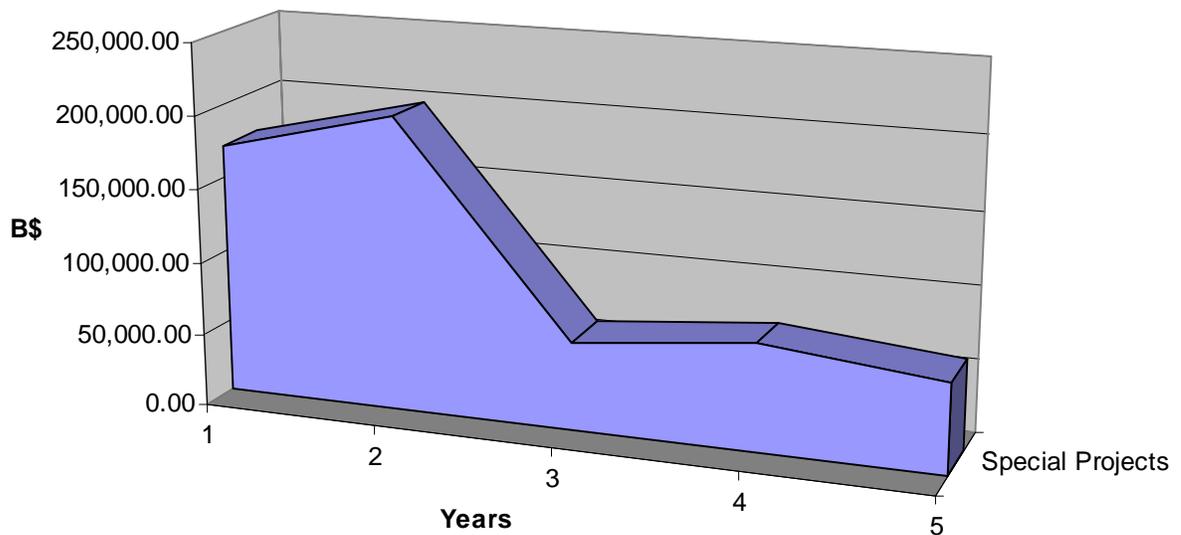


Special Projects Distribution



Graph #4.

Special Projects Total



Graph #5.

INCOME ANALYSIS

All the income has been grouped by nature and by certainty. By nature, the three different categories are: *Self Generated*, *Belizean Government* and *International Donations*. By certainty there is the *Secure Income* and the *Possible Income*. See graphs #6 and #7.

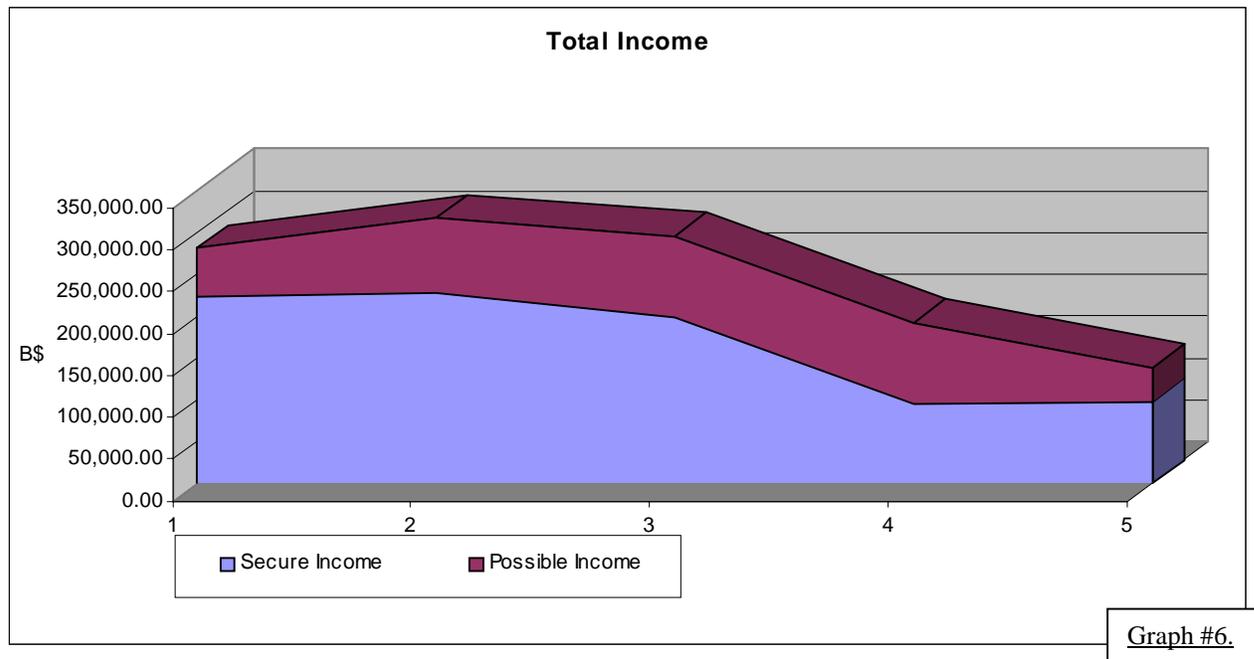
The only *Self Generated* income comes from the entrance fees. Every year more tourists visit the Sanctuary, but this income is still very small. Compared to the *Total Income* it represents 4% in 2000 and 15% in 2004.

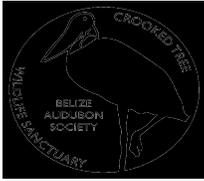
The *Belizean Government* is also a small income compared to the total. The first year, a stronger support is possible from the "Protected Areas Conservation Trust" (PACT); for the rest of the years the regular *Government Contribution* is secure.

For the first three years *International Donations* is by far the largest income category (64%), but, the fourth year it starts to decline and on the fifth year it represents only 17%. In the future it is expected that new International Donors will be identified and funds secured, so this category of income is always going to be very important.

Since *Community Participation* is a very stable income, it starts contributing 24% of the total and when the *International Donations* decrease, it represents 59%. This is not an income that the administration controls and directs, but it assures at least a minimum operational support.

Taking in consideration only the income that is already *Secure* for CTWS, the amount decreases every year. In the year 2000 the Sanctuary counts with B\$ 223,000 and in the year 2004 only with B\$ 97,000 (57% decrease). The *Possible Income* may contribute with a much lesser amount per year. (See graph #6). The *Total Income* figures in graph #6 also.





Crooked Tree Wildlife Sanctuary
Income Projection (2000 - 2004)
 Belizean Dollars

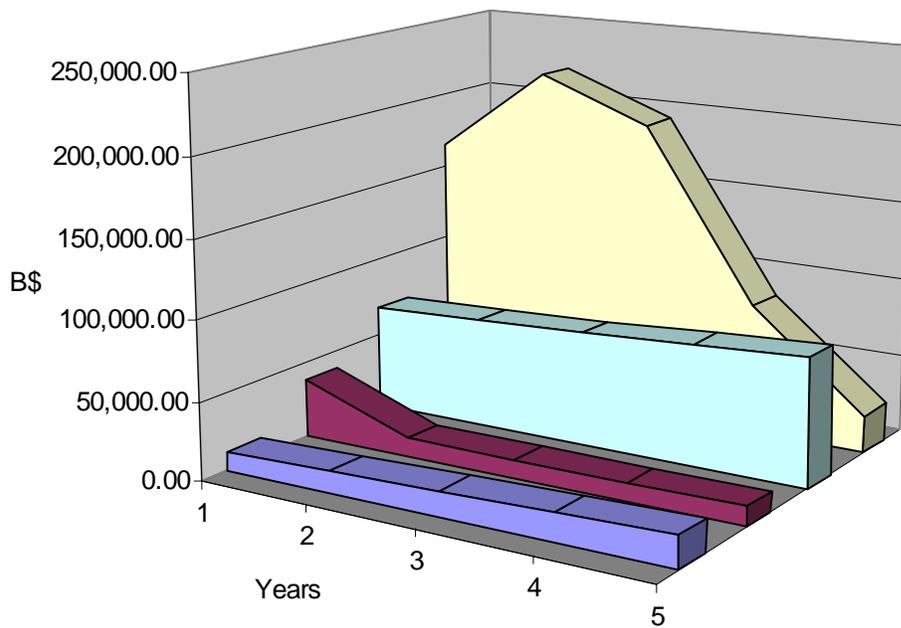


	2000	2001	2002	2003	2004
I. Self Generated					
*Entrance fee	12,080.00	14,064.00	16,048.00	18,048.00	20,032.00
	4%	4%	5%	9%	15%
II. Belizean Government					
Government Contributions	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00
*P.A.C.T.	25,000.00				
Subtotal	37,500.00	12,500.00	12,500.00	12,500.00	12,500.00
	13%	4%	4%	6%	9%
III. International Donations					
European Union	83,333.33	83,333.33	83,333.33		
*Turner Foundation		55,555.67	55,555.67	55,555.67	
UICN	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
*RAMSAR	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
McArthur Foundation	50,000.00	50,000.00	25,000.00		
Hivos Foundation	7,000.00	7,000.00			
*Canada Fund			5,000.00	5,000.00	
Subtotal	164,333.33	219,889.00	192,889.00	84,555.67	24,000.00
	59%	69%	65%	44%	17%
IV. Community Participation					
Community Support	66,760.00	70,098.00	73,602.90	77,283.05	81,147.20
	24%	22%	25%	40%	59%
TOTAL INCOME CTWS	280,673.33	316,551.00	295,039.90	192,386.71	137,679.20

* possible incomes

TOTAL SECURE INCOMES	223,593.33	226,931.33	198,436.23	93,783.05	97,647.20
	80%	72%	67%	49%	71%
TOTAL POSSIBLE INCOMES	57,080.00	89,619.67	96,603.67	98,603.67	40,032.00
	20%	28%	33%	51%	29%

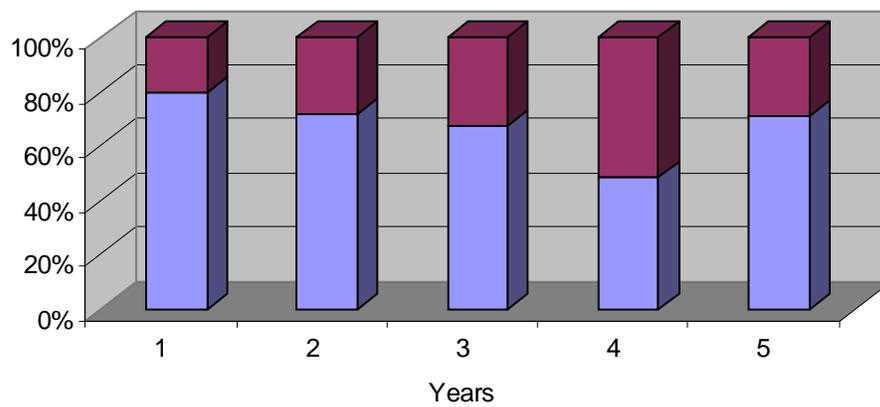
Nature of Income



- Self Generated
- Belizean Government
- Community Support
- International Donations

Graph #7

Secure and Possible Income



- Secure Income
- Possible Income

Graph #8.

BALANCE ANALYSIS

Comparing the expense with the income for the first two years 58% and 52% of the planned activities already have funds and there is *Possible Income* to increase those figures to 73%. It is necessary to raise B\$ 103,000 on the first year and B\$119,000 on the second, to complete all what is wanted to do during those years.

In the third year, if all the *Possible Income* is accomplished, there will not be deficit, all the expenses intended for that year have funding sources identified. It is important to make real this funding, but the administration does not have to spend time and efforts searching for new sources. The third year has the lower expense of all the period and the *International Donations* are still an important income source.

The last two years do not have large *Special Projects* planned and the *Basic Operational Budget* and the *Community Participation* keep growing at the same rate, but the *Total Income* decreases (specially the *International Donations*).

For these last two years, if only the *Secure Income* is realized, it will not be possible to execute more than 30% of what is planned. Also if all of the *Possible Income* would be reached, it would still be necessary to fund more than 40% and 60% of the operations.

Since funding is needed in the first years, it is difficult to start working on the requirements of the last, but it is important to pay attention to the long term. *International Donations* are very likely to be identified in the future, but the deficit of the years 2003 and 2004 shows clearly that Crooked Tree Wildlife Sanctuary is far from being self sufficient and depends on the fundraising efforts of Belize Audubon Society.

The information contained in the spreadsheets and the financial plan overall is meant to support the decision-making processes of Crooked Tree Wildlife Sanctuary's administration. The general yearly deficit is shown in the graph #9, and the deficit depending on the level of security in graph #10.

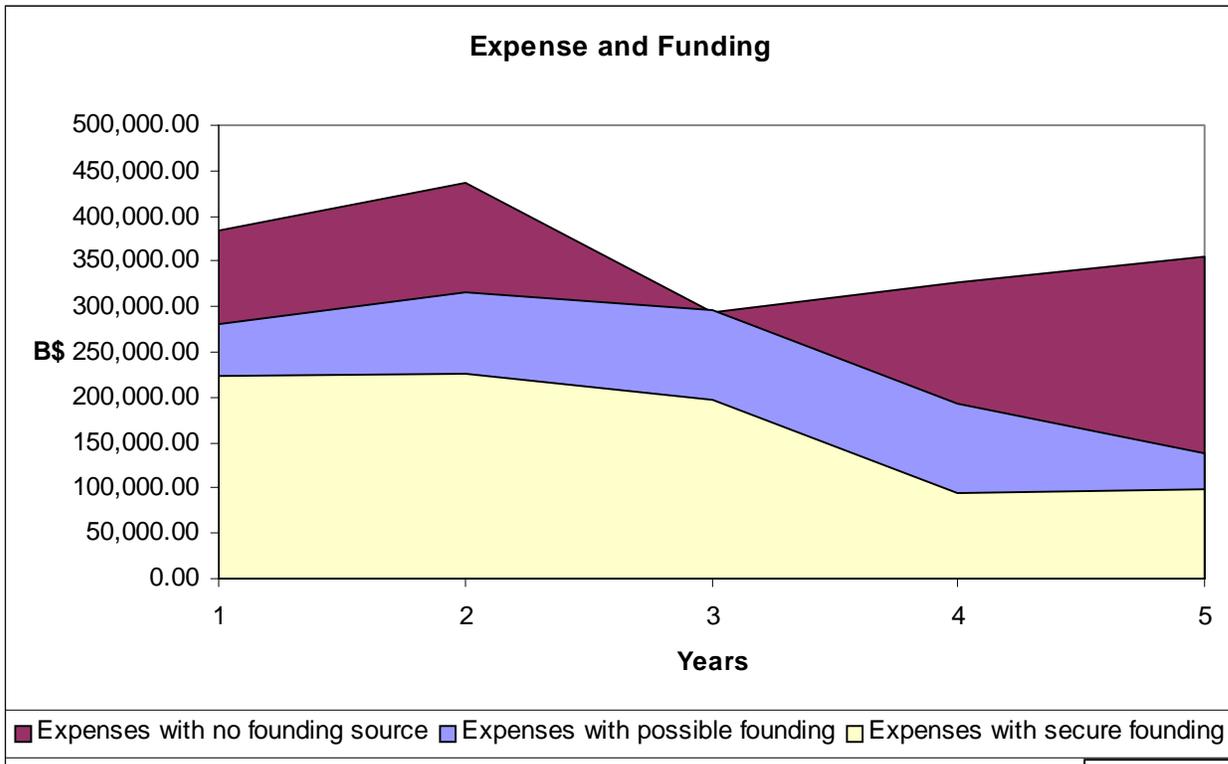
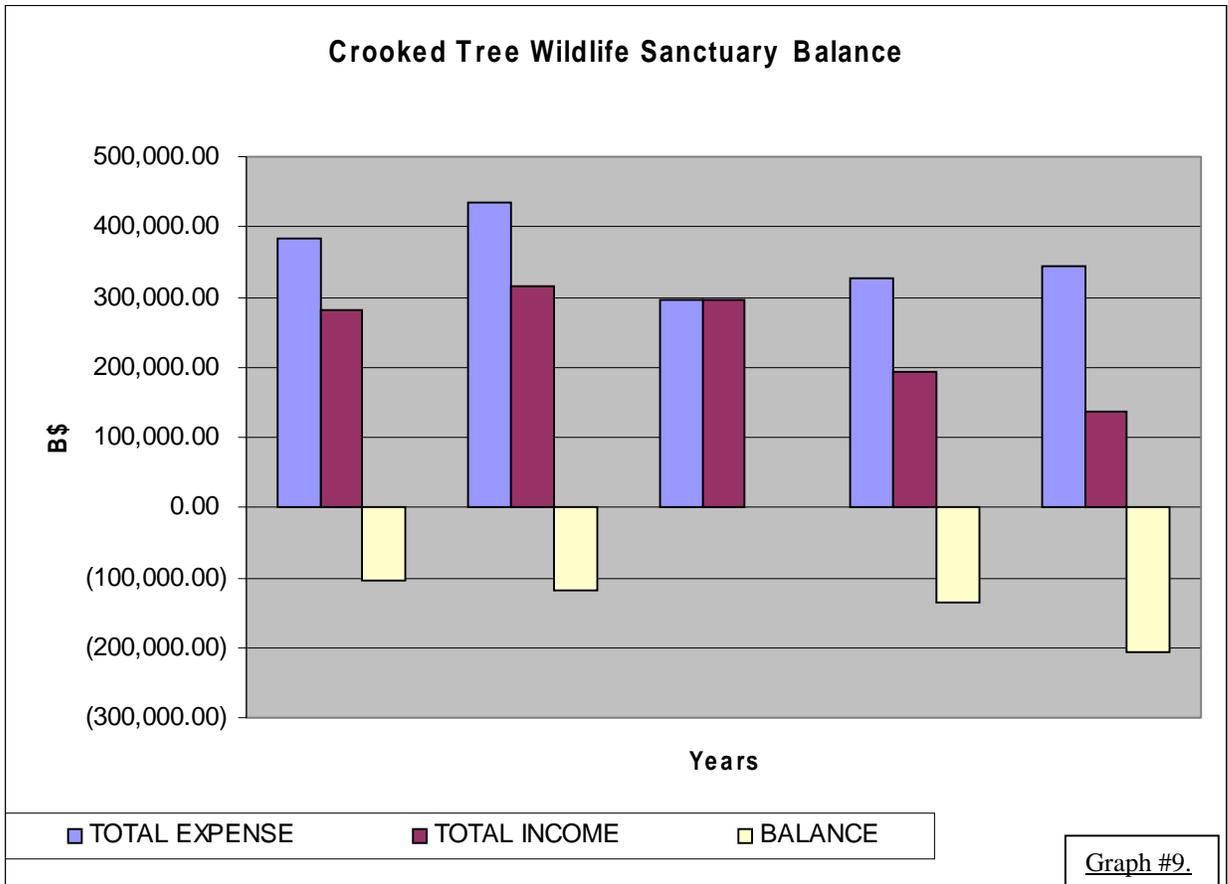
	2000	2001	2002	2003	2004
TOTAL EXPENSE	384,517.48	435,722.55	294,861.26	326,480.56	342,742.69
TOTAL SECURE INCOME	223,593.33	226,931.33	198,436.23	93,783.05	97,647.20
FIRST BALANCE	(160,924.15)	(208,791.22)	(96,425.02)	(232,697.52)	(245,095.50)
If no other income realize	-42%	-48%	-33%	-71%	-72%
TOTAL POSSIBLE INCOME	57,080.00	89,619.67	96,603.67	98,603.67	40,032.00
If all income sources realize					
SECOND BALANCE	(103,844.15)	(119,171.55)	178.64	(134,093.85)	(205,063.50)
New founding sources have to be located for this deficit	-27%	-27%	0%	-41%	-60%



Crooked Tree Wildlife Sanctuary
Expense and Income Balance (2000 - 2004)
 Belizean Dollars



	2000	2001	2002	2003	2004
EXPENSES					
I. Basic Operational Budget:	105,022.48	123,879.55	132,671.11	144,618.28	166,494.40
Salaries	51,482.08	63,872.60	65,064.85	66,306.71	79,046.19
Transportation	21,805.40	26,710.95	32,174.26	40,384.21	45,373.98
Office Expenses	8,850.00	9,430.50	10,060.73	10,746.27	11,493.46
Maintenance/Upgrade	14,245.00	13,243.50	13,568.18	13,942.83	14,366.60
Training	2,000.00	2,600.00	3,380.00	4,394.00	5,712.20
Uniforms	4,000.00	5,250.00	5,512.50	5,788.13	7,293.04
Other	2,640.00	2,772.00	2,910.60	3,056.13	3,208.94
II. Special Projects:	172,035.00	201,645.00	60,087.25	72,979.24	61,301.09
Equipment	44,875.00	42,700.00	2,615.00	17,295.38	2,883.04
Construction	0.00	12,000.00	500.00	0.00	0.00
Protection	0.00	67,050.00	22,852.50	20,908.13	21,953.53
Research and Monitoring	3,900.00	4,095.00	4,299.75	4,514.74	4,740.47
Community Development	65,260.00	17,400.00	1,000.00	1,000.00	2,000.00
Environmental Education	50,000.00	50,000.00	20,000.00	20,000.00	20,000.00
Advocacy Program	7,000.00	7,350.00	7,717.50	8,103.38	8,508.54
Marketing and Members	1,000.00	1,050.00	1,102.50	1,157.63	1,215.51
III. Community Participation:	66,760.00	70,098.00	73,602.90	77,283.05	81,147.20
Water Patrols	16,200.00	17,010.00	17,860.50	18,753.53	19,691.20
Land Patrols	7,500.00	7,875.00	8,268.75	8,682.19	9,116.30
Wildlife Observation	6,750.00	7,087.50	7,441.88	7,813.97	8,204.67
Garbage Campaigns	14,500.00	15,225.00	15,986.25	16,785.56	17,624.84
Linkages and Public Relations	1,250.00	1,312.50	1,378.13	1,447.03	1,519.38
Com. Wetland Working Group	3,600.00	3,780.00	3,969.00	4,167.45	4,375.82
Special Activities Support	10,000.00	10,500.00	11,025.00	11,576.25	12,155.06
Transportation	6,000.00	6,300.00	6,615.00	6,945.75	7,293.04
Services	960.00	1,008.00	1,058.40	1,111.32	1,166.89
IV. Contingencies:	40,700.00	40,100.00	28,500.00	31,600.00	33,800.00
TOTAL EXPENSES	384,517.48	435,722.55	294,861.26	326,480.56	342,742.69
INCOMES					
Self Generated	12,080.00	14,064.00	16,048.00	18,048.00	20,032.00
Belize Government	37,500.00	12,500.00	12,500.00	12,500.00	12,500.00
International Donations	164,333.33	219,889.00	192,889.00	84,555.67	24,000.00
Community Participation	66,760.00	70,098.00	73,602.90	77,283.05	81,147.20
TOTAL INCOMES	280,673.33	316,551.00	295,039.90	192,386.71	137,679.20
BALANCE	(103,844.15)	(119,171.55)	178.64	(134,093.85)	(205,063.50)
	-27%	-27%	0%	-41%	-60%



CONCLUSIONS AND RECOMMENDATIONS

- A deficit less than the third of the total planned activities for the first two years does not indicate that Crooked Tree Wildlife Sanctuary is in a dangerous situation. But it clearly shows that a lot more investment is needed for the protected area to accomplish the best activities. Unfortunately, if no other funding source is identified on time, the administration has to decide which are the less urgent topics, and cut the budget on those items.
- If during these first two years, the entire deficit is covered or the activities that are suspended are no longer viable on the third, 2002 is going to be a year with a clear opportunity. Since no more funding sources need to be identified, there is the time to work on the needs for the last years. The efforts on the third year are just to secure the possible funds, or to work for other year's deficit.
- At this time, the last two years are not in a good condition. There is not a clear view of how the funds for these years deficit are going to be located. The numbers are big, a deficit of 40% and 60% of the planned activities in a year is not to be taken lightly. But, it is important not to forget that there are three years before. With an organized funding plan, there should not be any problems for Crooked Tree Wildlife Sanctuary.
- The administration has to focus all the funding efforts on the short and long term at the same time. Trying to fulfill each years deficit is as important as trying to give CTWS a financial stability for the long term.
- A very important aspect is the relation between the communities and the Wildlife Sanctuary. Since CTWS declaration as a protected area, the administration has been concerned about the needs of the people and their dependence on the natural resources. The Special Projects focused on these communities' needs clearly exemplifies the support that is given to them, and the Community Participation in this financial plan denotes the positive result of this relation. The long-term sustainability of the area is mostly related to this topic.
- Crooked Tree Wildlife Sanctuary is going through a consolidation process, a lot of investment still has to be done and all the previous work on the area has prepared the conditions so that this is the right time to do it. The administration has had an adequate timing on the relations with the communities and now they are a support instead of a threat. This is the best asset in CTWS consolidation on the long term.
- Without any doubt, if this area has the financial support to execute what is intended, it will be one of the most important and secure wildlife and bio-diversity sanctuaries in Belize.

ESTIMATES

The following is the data used to calculate the expenses and the incomes for this Financial Plan.

BASIC OPERATIONAL BUDGET:

We supposed a 5% yearly cost increase in general expenses.

1. Salaries:

1 Director	B\$ 1300 per month, with a 13 th month bonus. B\$ 100 and 5% annual increment.
Wardens	B\$ 800 per month, with a 13 th month bonus. B\$ 50 annual increment. Three in 2000, four in 2001 and five in 2004.
Social Security	B\$ 5,46 per month, per person.
Insurance	B\$ 65 per person, per month.

2. Transportation:

Travel allowance	All kind of working trips, tree times a week.	B\$ 250 a month.
Perdiem		B\$ 100 a month.
Accommodations		B\$ 120 a month.
Fuel	6.3 glns a day in 2000, 8 in 2001, 10 in 2002, 13 in 2003 and 15 in 2004.	At B\$ 5.3 each gln the first year.
Freight/rental	2 horses a month at B\$ 25 each, for 5 months every year. And B\$ 250 for truck rental, one in February and another in May.	
Servicing/repair	Tires B\$ 150 x 4 twice a year Spark plugs B\$ 80 a year Oil B\$ 125 and gear oil B\$ 100 a year Filters and others B\$ 600 a year Other vehicles B\$ 900 a year	B\$ 3005 a year.
Licensing/Insur.	B\$ 390. One in 2000 and two the rest years.	

3. Office Expenses:

Build. /Eq. Insur.	B\$ 1000 a year
Communications	Services B\$ 1300 a year Telephone B\$ 50 a month Postage B\$ 240 and Freight B\$ 240 a year Office supplies B\$ 120 a month Film and slides development B\$ 550 a year Other B\$ 100 a year
Office Supply	B\$ 2000 a year
Sanitation	Toilet paper B\$ 50, napkins B\$ 20, soap B\$20, disinfectant B\$ 25, all a month. 10% increment every year depending on the tourist visitation

4. Maintenance/Upgrade:

Trails	B\$ 75 a month, and B\$ 800 every March.
Resting sites	B\$ 75 a month, and B\$ 450 every April.
Grounds maintain	B\$ 50 a month, and B\$ 400 every February.
Building/Struct.	B\$ 100 a month.
Equipment	B\$ 60 a month.
Signs	B\$ 100 a month.
Parking lots	B\$ 1500 a year.
Exhibits	B\$ 2500 the first year, 10% decrease on the following years.
Electricity/water	B\$ 1575 the first year and B\$ 25 a month the rest of the years.
Ed/Prom material	B\$ 1500 a year.

5. Training:

Facilitator/refresh.	Computer and Spanish courses, B\$ 2000 in the first year and 30% increase on the next four years.
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6. Uniforms:

Personnel	B\$ 1000 for each person.
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7. Others:

Sundries	B\$ 120 a month.
Discretionary pay	B\$ 100 a month.

SPECIAL PROJECTS:

Equipment:

Audiovisuals (TV and VHS) slide projector, overhead projector, computer and printer	B\$ 7000 the first year and another B\$ 8100 to replace them in 2003. And B\$ 1000 for maintenance the other years.
Generator, saws, hammers, drills and others.	B\$ 4000 the first year, B\$ 800 for maintenance until 2004.
Tents, spark lights, binoculars and hammocks.	2 x B\$ 400, 2 x B\$ 200 and 3 x B\$ 225 the first year. And two hammocks at B\$ 200 in 2001. Maintenance B\$200 a year.
1 Out-board motor and 1 Electric out-board motor.	B\$ 20.000 the first year and B\$ 8100 for another in 2003, with B\$ 500 for maintenance the other years.
1 Trail bike (2000), 1 four wheel motorcycle (2001)	B\$ 12000 and B\$ 40000.

Construction:

Resting site	B\$ 500 in 2002.
Office extension	B\$ 1500 in 2001.
Patrol station	B\$ 5000 the second year.
Boardwalk II	B\$ 5500 in 2001.

Protection:

Warden exchange program	Airfare, living expenses and pocket money for at least two months, splited between different wardens.	B\$ 5000 every year from 2002.
Fishery Management Plan	Studies and document. Workshops and follow-up with the communities.	B\$6000 the first year, it starts in 2001 B\$ 1000 each of the next three years
Jaguar Compensation Program	Compensation of 40 deaths a year at B\$ 300 each death Workshops and publicity during the first two years, B\$ 2800 a year Vehicle B\$ 45000 Perdiem of 50 days a year B\$ 1250	B\$ 61050 the first year, it starts in 2001.

Research and Monitory:

Jabiru studies		B\$ 2400 every year
Bucket testing		B\$ 1500 every year

Community Development:

These projects are designed to support the communities with new and better income options, so that they do not rely only in the extraction from nature and begin working in a more sustainable way. Donated funds are going to be used to start these projects, once they become economically sufficient the revenue is going to be used for new initiatives.

Gibnut farm	20 gibnuts at B\$ 30 each B\$ 2600 for the buildings 2 sacks of food a week at B\$ 20 Medicines and veterinarian B\$ 900 Consultation for the start B\$ 2200	B\$8380 the first year
Local fish pond	B\$ 200 in fishes B\$ 2080 in food B\$ 2400 for the pond B\$ 2000 for a storeroom B\$ 1500 for medicines B\$ 1800 for the consultation process	B\$9980 the first year
Cashew deshelling machine	Machine B\$ 20000 Small equipment B\$ 2000 Building B\$ 5000 Workshop B\$ 800 Marketing B\$ 5000	B\$ 32800, 50% the first year and 50% the second year.
Scholarship for students	One student the first year, and two in the fifth year.	B\$ 1000 per student

Analysis of Community Initiated Projects	For the tree communities	B\$ 4500 the first year
Community Research		B\$ 25000 the first year

Environmental Education:

Environmental Education Program	B\$ 50000 in 2000, B\$ 50000 in 2001, B\$ 50000 in 2002, B\$ 20000 in 2003 and B\$ 20000 in 2004.	
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Advocacy:

Advocacy Program	B\$ 7000 for the first year with a 5% annual increase.	
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Marketing and Membership:

M and M Program	B\$ 1000 for the first year with a 5% annual increases.	
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CONTINGENCIES:

Contingencies: 10% of the total year expenses		
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COMMUNITY PARTICIPATION:

The activities that follow are executed voluntarily by the communities near the protected area. The cost assigned to them are calculated in terms of who much the administration would had to pay to get these work done.

Water Patrols	At least four hours a day, every day. B\$ 15 for the salary and B\$ 30 for the transport.	
Land Patrols	Ten hours a week, average. B\$ 50 salary and B\$ 100 transport per week.	
Wildlife Observation	Four hours a day, during 150 days. B\$ 15 salary and B\$ 30 transport.	
Garbage Campaigns	Four times a year. B\$ 3125 salaries and B\$ 500 logistics.	
Public Relations and Linkages	Ten days a year. B\$ 250 salary and B\$ 1000 logistics.	
Community Wetland Working Group	Five persons, twelve times a year. B\$ 30 salary per person and B\$ 150 logistics per meeting.	
Special Activities Support	Four activities a year. B\$ 2500 each one.	
Transports	One a week, all day. B\$ 120.	
Services	B\$ 80 a month.	

INCOMES:

Only the incomes that have a medium-high possibility of realization were included in this Financial Plan. For the analysis they were grouped in Self-Generated, Belize Government Contributions and International Donations.

1. Entrance fee:

Twenty percent of this income goes to the Protected Areas Conservation Trust (PACT) and the remaining 80% stays for the regular expenses of the Sanctuary.

In the first year 1850 foreign visitors are expected to pay a B\$ 8 fee, and 150 Belizeans a B\$2 fee. The total of visitors is supposed to increase in 300 foreign and 40 nationals per year.

2. Belizean Government Contribution:

For every year it is confirmed a B\$ 12500 contribution.

3. Protected Areas Conservation Trust:

It is intended to present a proposal in 2000 and likely to receive B\$ 25000 that year.

4. European Union:

A Co-management Support Project will be sponsored by the European Union to initiate some of the community focused special projects and a regular community empowerment effort. B\$ 250000 for the years 2001, 2002 and 2003.

5. Turner Foundation:

It is a potential donor with high possibilities to give B\$ 166667 for 2001, 2002 and 2003.

6. UICN:

A B\$ 4000 yearly contribution is agreed from UICN during the five years of this Plan.

7. RAMSAR:

Since Crooked Tree is the only RAMSAR site in Belize is possible to obtain B\$ 20000 every year to support it's conservation.

8. McArthur Foundation:

Is going to donate B\$ 50000 in 2000, B\$ 50000 in 2001 and B\$ 25000 in 2002, for the Environmental Education Program.

9. Hivos Foundation:

Will give B\$ 7000 in 2000 and B\$ 7000 in 2001 for the Advocacy Program.

10. Canada Fund:

Is possible to receive B\$ 10000 during 2002 and 2003 for the Advocacy Program.