

CARIBBEAN COASTAL AREA MANAGEMENT FOUNDATION

FUNDING PLAN

2022 - 2027



From Knowledge to Action for a Protected Planet



www.biopama.org

The Biodiversity and Protected Areas Management Programme (BIOPAMA) is an initiative of the ACP Group of States funded by the European Union's 11th European Development Fund.



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1.0 Introduction

Caribbean Coastal Area Management Foundation (C-CAM) was established in 1997 and registered as a limited liability company in 1998 to promote coastal conservation in Jamaica. C-CAM's mission is to promote sustainable development of the Portland Bight Protected Area (PBPA) and Pedro banks while improving lives and livelihoods of stakeholders. This is done through a co-management process which involves stakeholders (e.g. Government, community & donors) participation in the implementation & management of programmes and projects. C-CAM worked closely with the NRCA to create the Portland Bight Protected Area (southern Clarendon & southern St. Catherine) and it was declared on April 22, 1999.

Jamaica's Protected Areas System Master Plan (PASMP) (2013 – 2017) suggests that approximately 18 per cent of Jamaica's land and 15 percent of the country's archipelagic waters are under some form of protection with more than 350 declared protected areas that include national parks, forest reserves, game reserves, marine parks, special fishery conservation areas and heritage sites. The Portland Bight Protected Area is Jamaica's largest protected area with several ecological resources, including coral reefs, sensitive wetland systems, unique dry limestone forests, and is home to a number of endangered, rare, endemic or protected species, such as the Jamaican Iguana (*Cyclura collei*) and the Jamaican Pauraque (*Siphonorhis americana*) (PASMP, 2013). The coastal areas of the Portland Bight have significant mangrove systems comprised of extensive areas of almost unbroken red mangrove (*Rhizophora mangle*) mixed with buttonwood (*Conocarpus erectus*), white (*Laguncularia racemosa*) and black (*Avicennia germinans*) mangrove trees (C-CAM, 1999 cited in Cesar, 2000).

C-CAM through various funding approaches seeks to manage these vast natural resources. Periodic updates to the funding strategy and plan are therefore required. The 2013 – 2018 funding plan is therefore now being updated via the Biodiversity and Protected Areas Management Programme (BIOPAMA) Rapid Response Grant-RRG-C-1124 entitled "Bridging the COVID funding gap to save the Portland Bight Protected Area". The plan outlines important goals, strategies and outputs to support targeted fundraising to facilitate management of the protected area.

2.0 Situational Analysis

2.1 Funding Landscape for Parks and Protected Areas

Environmental non-governmental organisations (ENGOs) in Jamaica, including those with mandates for management of protected areas, have typically maintained a donor mix in order to access financial resources required to run their establishments. This has ranged from accessing funding opportunities from international, regional or local organisations.

International

Multilateral organisations or facilities including the Global Environment Facility (GEF), Global Climate Fund (GCF), Climate Investment Funds (CIF), Inter-American Development Bank (IDB), United States Agency for International Development (USAID), the Nature Conservancy (TNC), World Resources Institute (WRI) and the European Union (EU) are amongst some of the facilities for access to funding for managing environmental resources. International, corporate and family philanthropic foundations such as the MacArthur Foundation and the Alcoa Foundation also form part of the international donor pool. NGOs can respond to these opportunities through calls for proposals or may participate as co-partners of global projects or programmes.

Regional

There are a few funds established at a regional level for environmental resources management and some of these are discussed below. Some of these Caribbean based funding sources are resourced through multilateral, bilateral and other funding arrangements.

In 2012 the **Caribbean Biodiversity Fund (CBF)** was established as a regional environmental fund whose objective is to provide a sustainable flow of funds to support activities that contribute substantially to the conservation, protection, and maintenance of biodiversity within the national protected areas systems or any other areas of environmental significance of its participating countries.¹ The CBF is structured as an umbrella fund with a flexible structure, permanent and non-permanent funding. It currently works through two main programs: i) a USD75 million Conservation Finance programme; and ii) a USD27 million Climate Change Programme for ecosystem-based adaptation (the “EbA Facility”). Partner donors to date include the Government of Germany through the German Development Bank (KfW), The Nature Conservancy (TNC), and the Global Environment Facility (GEF) — through the World Bank and the United Nations Development Programme (UNDP) (www.caribbeanbiodiversityfund.org).

¹ Caribbean Biodiversity Fund, 2020 Strategic Plan, Phase II: Consolidating the Caribbean Sustainable Finance Architecture. June 2018 Mid-Term Review. July 2018

The **Biodiversity and Protected Areas Management Programme (BIOPAMA)** aims to address threats to biodiversity in African, Caribbean and Pacific (ACP) countries, while reducing poverty in communities in and around protected areas. A key focal area for the BIOPAMA programme is working to improve protected areas governance and management.

The **Caribbean Natural Resources Institute (CANARI)** has as its mission 'Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships'. They have been the beneficiaries of funding from various US-based foundations and multi-lateral and bilateral partnerships including the European Union.

The **Caribbean Community Climate Change Centre (5Cs)** is the key node for information on climate change issues, solutions, projects and the Caribbean's response to managing and adapting to climate change (www.caribbeanclimate.bz). The Global Climate Fund is amongst one of their primary funding sources.

National

Environmental NGOs in Jamaica access funding from various national sources including local donor organisations such as the Environmental Foundation of Jamaica, corporate foundations, Government of Jamaica (GOJ) subventions and other partnerships. In some instances formal arrangements through Memoranda of Understanding are in place with key government and other entities.

The **Government of Jamaica (GOJ)** is the most significant contributor of ongoing funding to support management of Jamaica's protected areas through budget allocations in various Ministries, Departments or Agencies, specially established management and development funds, such as the Fisheries Management and Development Fund and the National Environmental Protection Agency (NEPA). The current GOJ budget allocations support maintenance of core management functions and key staff in selected protected areas.

The **Tourism Enhancement Fund (TEF)** was established in 2005 and is funded through a tourism enhancement fee of US\$20.00 charged to incoming airline passengers and US\$2.00 charged to cruise passengers. The TEF act, along with its mandate to facilitate growth and development of the tourism sector, has as an objective better management of environmental resources in Jamaica. It has therefore provided significant funding to managers of protected areas in Jamaica including heritage sites.

The **Environmental Foundation of Jamaica (EFJ)** and **Forest Conservation Fund (FCF)**, now merged into one entity, namely the EFJ, are two primary funds that were established in Jamaica in 1993 and 2015 respectively. Debt swaps through the United States based Enterprise for the Americas Initiative and the Tropical Forest Conservation Act were the basis for establishment of these funds. Both of these funds support protected area management in Jamaica.

There are many corporate foundations including the Grace Kennedy Foundation, Jamaica Conservation Partners (CB Facey Foundation) and corporate bodies that provide funding or sponsorship for environmental programmes.

Funding for the Caribbean Coastal Area Management Foundation (C-CAM)

C-CAM has been the beneficiary of funds from international, regional and national funding sources which include, but is not limited to those outlined below (Table 1).

Table 1 C-CAM Funding Sources (Not an Exhaustive List)

INTERNATIONAL	REGIONAL	NATIONAL
<ul style="list-style-type: none"> ▪ Biodiversity and Protected Areas Management Programme (BIOPAMA) ▪ Critical Ecosystems Partnership Fund (CEPF) ▪ Global Environmental Facility ▪ European Union ▪ KfW German Development bank ▪ UNESCO ▪ USAID/TNC ▪ World Resources Institute 	<ul style="list-style-type: none"> ▪ Caribbean Community Climate Change Centre ▪ Caribbean Natural Resources Institute (CANARI)/EU ▪ The Centre for Resource Management and Environmental Studies (CERMES) UWI 	<p><i>Government of Jamaica Partners</i></p> <ul style="list-style-type: none"> ▪ National Environment and Planning Agency ▪ National Resources Conservation Authority ▪ National Fisheries Authority ▪ National Integrity Action (NIA) <hr/> <p><i>NGO, Corporate, Other</i></p> <ul style="list-style-type: none"> ▪ Environmental Foundation of Jamaica ▪ Forest Conservation Fund (FCF) ▪ Jamaica Conservation Partners ▪ Jamalco ▪ Sterling Asset Management

2.2 C-CAM's Financing, Programmes and Projects

The financial statement of Caribbean Coastal Area Management Foundation for year ended 31 December 2020 outlines comprehensive income as \$32,017,258 JMD being income primarily for project implementation.

	2020	2019
Revenue	32,017,258	41,612,827
Expenditures on Projects	(26,658,864)	(35,084,175)

With primary revenue being projects a summary overview of key projects implemented by C-CAM are provided. Table 2 lists key C-CAM projects under implementation during the 2015 – 2021 period.

Table 2 Key C-CAM Projects under Implementation 2015 - 2021

Project Title	Main theme	Start (mm/YY)	End (mm/YY)	Main donors	Project budget (in USD)
PBPA Fish Sanctuaries Management	Fish sanctuary management	01/10	present	National Fisheries Authority	89,000 per annum
Caribbean Marine Biodiversity Programme at Pedro Cays	Fish sanctuary management	05/15	02/19	USAID/TNC	520,000
Western PBPA wetlands management	Wetlands management Education	12/15	06/19	Neotropical Migratory Bird Conservation Act	131,000
To improve management effectiveness of the PBPA	Protected area management Monitoring Education	07/17	present	National Environment and Planning Agency	96,000 per annum
Climate Change Adaptation in the PBPA	Wetlands & fish sanctuary management and ecotourism development	02/17	09/18	Caribbean Community Climate Change Centre with support from KfW German Development bank	435,000

Project Title	Main theme	Start (mm/YY)	End (mm/YY)	Main donors	Project budget (in USD)
Biodiversity restoration in the PBPA through community engagement	Dry forest restoration and education	12/17	09/20	Global Environmental Facility Small Grants Programme	43,000
Public awareness focused on relevant Acts and protection of birds	Training and exposition targeting students, fishery inspectors, community monitors and game wardens	2019		National Integrity Action (NIA)	2,962
Mangrove restoration at Jamalco's Rocky Point	Mangrove restoration – planting and monitoring	2019	2020	Jamalco	4,220
Coral gardening and restoration as a tool for conservation and education in the PBPA	Restoration and education	10/19	09/20	CANARI/EU	12,000
Ecosystem adaptation in the Fisheries Sector	Training and livelihoods	2020	2021	CERMES, UWI	4000
Building consensus on legal and practical pathways to support the early implementation of the Escazú Agreement in Jamaica	Policy development and education	2020	2021	World Resources Institute	18,000
Climate change resilience and environmental protection	Education and training	2021	2022	UNESCO	19,000
Bridging the COVID funding gap	Management, governance and training	2021	2022	BIOPAMA	56,451
Adaptive management through Management Effectiveness Tracking Tool (METT-4) assessment	Education and Management	2021	2022	BIOPAMA	22,451.61
Improvement of Marine resources	Restoration and education	2021	2022	Jamaica Conservation Partners Foundation	20,000

Table 3 provides a summary of key income streams and general utilisation by C-CAM.

Table 3 Primary C-CAM Sources of Income

	Source	Utilisation of Income Source
1	Cyber Centre	Office helper; Cleaning supplies; Garbage collection fees
2	Corporate support	Environmental day celebrations e.g. – World Wetlands day – boat tours of wetlands, mangrove restoration, display, quiz or debate competition International coastal clean up International Fisherman’s day Symposium
3	Project funds from local and International donors	Project specific expenses: Salaries; Travelling; Stationery; Equipment; Supplies; Workshops/meetings; Administrative Expenses
4	Government Subventions	Management of fish sanctuaries (NFA): Salaries; Use of space; Fuel for boat and car; Training; Utilities; Stationery; Repairs to engine/boats Co-management of the PBPA (NRCA): Salaries & benefits, lease, rent, fuel, uniform, utilities and stationery.
5	The Portland Bight Discovery Centre (PBDC)	10% to PBDC Manager and the balance for works at the PBDC and purchase of minor supplies.
6	Sale of vehicles/boat	Motor vehicle expenses – insurance, fitness, parts and labour
7	Boat transport – Iguana project (MOU), ad hoc (UDC, ESL, TNC & Forestry Department)	Gaps – office helper, stationery, supplies, travel for staff, material & supplies for PBDC upgrades as well as repairs and maintenance
8	Merchandizing - Post cards	No significant inflows to support operations. Sales very limited, not currently being marketed
9	C-CAM Trust Fund	No significant inflows to support operations. The fund is registered but not being capitalized

2.3 Considerations when Negotiating the Resource Mobilisation and Fundraising Landscape

Resource mobilisation requires analysis of various participants in the donor landscape, evaluation of values and principles, understanding varying motivations for giving or accessing funds and strategies to foster relationship building creating. These elements all create an interesting mosaic that do not necessarily have a cyclical relationship but relate in various ways. Figure 1 seeks to capture some of these key elements that are at work and interact within the donor grantee relationship continuum.

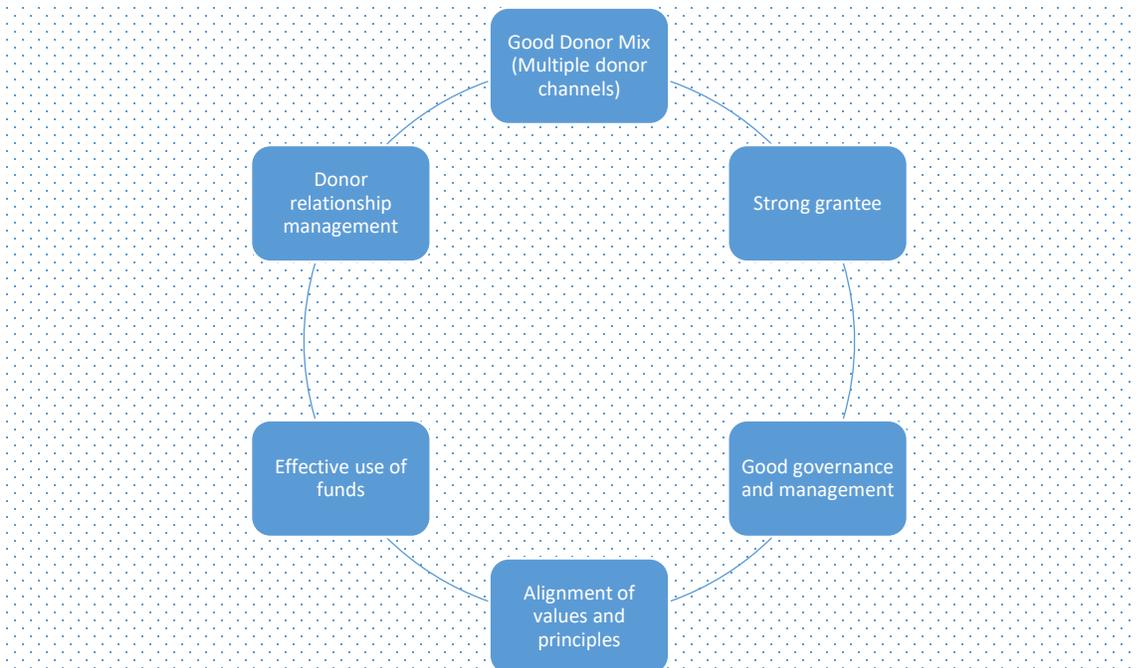


Figure 1 Facets of the Resource Mobilisation Landscape

Donor Relationship Management: Assessment, cultivation, solicitation and stewardship (Austin toolkit) are thought to be very important components of the donor relationship building process. Donors to be targeted are first evaluated and assessed, relationships are cultivated before an actual solicitation. Proper stewardship of the donor is then critical in order to build lasting relationships. Stewardship involves employing strong donor retention strategies which may include:

- Reaching out ask what they thought of what you did
- Asking what can be done better
- Keeping donors generally informed
- Expressing thanks

Maintaining a Good Donor Mix: Fundraising channels may vary significantly and it is recommended that grantees maintain a good donor mix to assist in financial viability as it implements its programmes and projects. Channels include:

- 1) Individual Giving
- 2) Community Fundraising
- 3) Trust and Foundations
- 4) Corporate Fundraising
- 5) Public Sector Funding
- 6) Earned Income
- 7) Academia
- 8) Carbon Trading
- 9) Other Income

The world wildlife fund is an example of an organization that maintains a good donor mix.

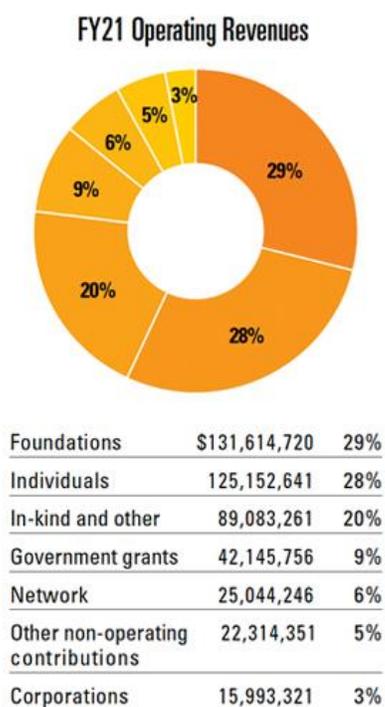


Figure 2 World Wildlife Fund Global Operating Revenue 2021 showing Donor Mix

Strong Grantee Organisations: Strong organisations with a good track record are highly sought after by donors and increase donor confidence. Charitable organisations are also appealing for donors that want to support giving via tax deductions.

Good Governance and Management: Good governance, leadership and management systems and practices are appealing to donors and give confidence that funds are likely to be properly managed.

Alignment of Values and Principles: Both donors and grantees may have guiding values and principles that inform how they give and receive funding. Alignment of values and associated considerations include matters of ethics and accountability, diversity, equity and inclusion and other principles.

Effective Use of Funds: Utilising funds in keeping with grant agreements and programme or project objects assists in instilling donor confidence

2.4 SWOT Analysis of C-CAM Resource Mobilisation Approaches

Table 4 provides a summary analysis of the strengths, weaknesses, opportunities and threats (SWOT) for C-CAMs resource mobilization approaches to date. The high level assessment of internal strengths and weaknesses and external opportunities and threats are outlined and arose out of document reviews (including audited financial statements

and reports from strategic planning retreats), consultations and a general assessment of C-CAMs financial status.

Table 4 SWOT Analysis of C-CAMs Resource Mobilisation Strategies and Approaches

<p style="text-align: center;">STRENGTHS (Internal)</p> <ol style="list-style-type: none"> 1. A guiding governance and legislative framework for operating the NGO and managing resources 2. Longevity of the NGO and how that can be leveraged to support donor confidence 3. Valuable roles played in the management of the protected area, education, outreach and roles in community development 4. Track record of mobilizing and managing use of project funding 5. Strong GOJ, private sector, donor and ENGO linkages 6. Known by community and other stakeholders 7. Offers services (tours, other) seen as valuable by the community 8. Trained and competent staff 9. Proposal writing competencies 10. Strong and strategic partnerships 	<p style="text-align: center;">WEAKNESSES (Internal)</p> <ol style="list-style-type: none"> 1. Inadequate resources 2. Opportunity for strengthening financial management systems 3. Challenges navigating multiple reporting requirements of donors whilst driving project and programme implementation 4. Inadequate and sustained funding resources for core staff 5. Limited growth in C-CAM Trust (endowment) fund 6. Opportunity for greater involvement of the board, including their roles in fund raising 7. Membership framework almost non-existent 8. Some unsuccessful fundraising strategies
<p style="text-align: center;">OPPORTUNITIES (External)</p> <ol style="list-style-type: none"> 1. New global, regional and national partnerships 2. Urgency associated with climate change and Climate Change Financing (Grants, Other) 3. Increase focus on Eco-tourism including provision of greater Tourism related services e.g. tours to Goat Island and other areas, provided through the new centre 4. Greater C-CAM visibility through participation at Expos – including Home & Garden Expos 5. Employ crowd funding strategies and leverage diaspora support 6. Obtain charitable organization status to increase US-based funding sources 	<p style="text-align: center;">THREATS (External)</p> <ol style="list-style-type: none"> 1. Decline in funding allocations to the region and for protected areas management 2. Limited utilization of the tourism based and other services by stakeholders

2.4 C-CAM Resource Mobilisation Priorities 2022 - 2027

Table 5 is comprised of priority areas of focus and associated findings and gaps impacting resource mobilization by C-CAM.

Table 5 Priorities required to address Gaps impacting C-CAM's Resource Mobilisation

KEY PRIORITIES	FINDINGS AND GAPS
1) Strengthen fundraising culture to leverage impact from Board, staff and volunteers	Board could more readily embrace and engage in fundraising approaches. Limited funding, staff and preoccupation with project implementation will impact extent to which resources are allocated to and emphasis placed on fundraising in the organisation.
2) Strengthening revenue sources including innovative conservation finance strategies (Cyber centre, PBDC, tours, events, other)	<p>C-CAM has some operable income streams including the cyber centre and is also well advanced in the operationalisation of its EcoTours operations which is guided by an ecotourism plan developed in 2018. A PBDC Manager is leading in marketing and implementation of these plans with the PBDC as the hub. The COVID-19 pandemic has mitigated against the offering of tours as various protocols to support compliance are required which have cost implications. The development and expansion of the Portland Bight tourism product and experience will be integral to growing income streams. Exploration of alternative livelihoods for the community will also be important.</p> <p>Expand potential options for innovative conservation finance including but not limited to an exploration of carbon and biodiversity offsets as well as the potential for monetisation of honeybee products including high value, eco-friendly branding</p>
3) Growing the trust fund through various means to support core funding and operational requirements is an imperative	Funding to support core administrative functions including paying non-project staff and facilitating operations of the entity and its physical assets is often limited. Growth of the trust by various means including development of a better online platform, acquisition of charitable status, negotiating allocations from grants, hosting fund raising events,

	and other targeted initiatives needs to be urgently actioned.
4) Expand and diversify the donor base and increase revenue from partnerships	C-CAM receives funding support from some key donors but has opportunity to expand its funding base and donor mix. The diaspora, corporate entities and philanthropic individuals, in spite of some support to date, remain a largely untapped source for strategic targeting.

3.0 Caribbean Coastal Area Management Foundation Funding Strategy

3.1 Vision Statement

A financially sustainable organisation adequately resourced to manage and protect sensitive ecosystems in the Portland Bight Protected Area

3.2 Fundraising Goal

To facilitate financial viability in C-CAM through a diversified donor base and strengthened revenue generation and fundraising approaches to enable a minimum of JMD70 million per annum by 2027

3.3 Strategic Funding outcomes

The four outcomes for C-CAM’s funding plan are as follows:

- 1) Strengthened fundraising culture to leverage influence and impact from Board, staff and volunteers
- 2) Increased revenue from current and other sources
- 3) Growth of the trust fund through various mechanisms to support core funding needs
- 4) Expansion and diversification of the donor base and increased funding from partnerships

OUTCOME 1: Strengthened fundraising culture to leverage influence and impact from Board, staff and volunteers

STRATEGIC OBJECTIVE	ACTIVITIES	TIMELINE	OWNER
Output 1.1: A sustained internal enabling environment, governance and management framework to facilitate donor confidence and attract funding and investment			
To leverage the strength of the board, track record and credibility of C-CAM, and assignment of dedicated resources to increase funding inflows	Training of board and staff in key fundraising approaches	Short Term	Board and Executive Director (ED)
	List of prospects developed and assigned to board, staff or volunteers to guide targeted mobilization efforts	Short Term	Board and Executive Director
	Develop a budget to support implementation of the 2022-2027	Short Term	Board, Executive Director, Fund Raising Specialist
Output 1.2 – Minimum 25% increase in funds mobilized by board, staff and volunteers			
To fully engage Board, staff and volunteers in resource mobilization	Hire personnel to support focused fundraising (<i>Secure minimum fundraising staffing requirement- if even for a small contractual period- to facilitate fund raising</i>)	Short Term	Board and Executive Director
	Board, staff and volunteers mobilized to raise funds with the support of the fund raising expert		Board and Executive Director Fund raising expert

OUTCOME 2: Increased revenue from current and other sources

STRATEGIC OBJECTIVE	ACTIVITIES	TIMELINE	OWNER
Output 2.1: Tourism product experience further developed to facilitate increased visitor arrivals			
To enhance revenue streams through tourism-based enterprise focus	Develop funding proposals to the Tourism Enhancement Fund for support to COVID-19 compliance measures.	Short Term	Executive Director and Project Staff
	Include in the request to TEF, support for tourism product development, packaging and marketing (which may require short-term – 18 months recruitment of personnel) whilst highlighting the value and importance of outdoor experiences during and post- pandemic	Short Term	Board and Executive Director
Output 2.2 – Enhancement of current income streams and events-based fundraising approaches to facilitate increased revenue			
To facilitate increases in revenues through analysis and enhancement of offerings and development and implementation of targeted events	Conduct a rapid assessment of revenue streams to determine gaps and opportunities for improvement followed through with implementation of strategies to address any gaps	Short Term	Executive Director and Finance Team
	Strengthen marketing of services .e.g. cybercentre, PBDC, tours, etc.	Short Term	ED, Finance, PBDC
	Determine context relevant priority fundraising initiatives to be held annually (Developed and supported by Fund raising expert). These may include: <ul style="list-style-type: none"> • The Portland Bight Green Run • High-level breakfast • Special low carbon footprint events on or around significant environment days (e.g. World Wetlands day, Earth day, other) 	Short to Medium Term	ED, Marketing and Finance Team members
Output 2.3 – Development of innovative solutions to support sustainable financing			
Explore international, regional and local mechanisms that are innovative and support fund raising on an ongoing basis	Expand potential options for innovative conservation finance including Carbon Trading options in partnership with key GOJ and other stakeholders to include: <ul style="list-style-type: none"> • Tradable development rights (biodiversity offsets and easements) • Carbon sequestration in biomass/ REDD (Long Term) • Carbon sequestration in soil - VERRA and other voluntary global carbon offset opportunities 	Medium to Long Term	Board and Executive Director
	Pursue innovative and lucrative alternative livelihood options e.g. beekeeping in mangroves	Short to medium term	ED, Finance, Community engagement

OUTCOME 3: Growth of the trust fund through various mechanisms to support core funding needs

STRATEGIC OBJECTIVE	ACTIVITIES	TIMELINE	OWNER
Output 3.1: Established legal, fiduciary and operational systems in place to support growth of the trust fund			
To expand access to funding opportunities for the trust in particular by implementation of new targeted fiduciary and operational measures	Complete the process to facilitate C-CAM obtaining charitable organisation status. This will enable increased access to overseas based funding opportunities that support tax exemptions for charitable contributions	Short Term	Board and Executive Director
	Improve the fundraising platform beyond what is in place now to one which offers various recurring and direct donation options	Short Term	ED, Finance Team
	Increase C-CAM's visibility highlighting its impact through various means including strengthening of the social media presence. Visibility portfolio should be owned and matched to performance appraisals of a designated team member.	Short Term	Board, ED, Marketing team
Output 3.2: Increased advocacy measures to support basis for use of a minimum % of project funds for allocation to the trust			
To foster donor understanding of funding sustainability challenges for protected areas management	<p>Prepare a position paper that advocates for funding support from projects that will enable sustained financing of the organisation and by extension project and programme outcomes. Allocations to the trust from each grant mobilised can support core funding and other needs through interest earned. Advocacy mechanisms could include:</p> <ol style="list-style-type: none"> 1. Presenting paper to donors 2. Hosting a donor forum with other ENGOs to increase sensitisation and make the case for sustained financing 	Short to Medium Term	Board and Executive Director
Output 3.3 - Expanded and newly initiated partnerships in place to grow the trust			
To increase inflows to the trust through strategic partnerships	<p>Foster targeted partnerships aimed at growing the trust. This will incorporate analysis of potential high impact donors and alignment to C-CAM's mission and values. A High level breakfast can support this objective. Specifically considerations include:</p> <ul style="list-style-type: none"> • Expanding the Friends of Portland Bight and other partnership frameworks targeting corporate, individuals, the diaspora and other donor categories • Identifying and assigning a fund raising champion who is able to leverage resources for C-CAM 	Short Term	Board and Executive Director Fund raising expert

STRATEGIC OBJECTIVE	ACTIVITIES	TIMELINE	OWNER
	Strengthen the fundraising acumen of the board by recruiting persons with the skillsets and profile to guide and also bring resources to C-CAM	Short Term	Board

OUTCOME 4: Expansion and diversification of the donor base and increased funding from partnerships

STRATEGIC OBJECTIVE	ACTIVITIES	TIMELINE	OWNER
Output 4.1: Prioritisation and implementation of Donor Stewardship Approaches			
To utilize defined structures and strategies to mobilise resources on an ongoing basis	Develop donor prospect lists based on donor alignment with C-CAM priorities and values (Assessment phase)	Short Term	Board, ED, Resource Mobilisation Personnel
	Apply targeted fund raising approaches on prospects through application of key donor stewardship strategies and cycles (Assessment, Cultivation, Solicitation and Stewardship – showing appreciation etc.). Assign personnel to own this portfolio and leverage support from the fundraising expert. Specifics may include: <ul style="list-style-type: none"> ● Establishing monthly targets on number of potential donors to be engaged to cultivate a relationship and /or to solicit funding. ● Hosting a donor appreciation event 	Short Term	ED, Programme Managers, Resource Mobilisation Personnel
Output 4.2 –Implement targeted strategies based on specialised donor categories			
Leverage funding for specialized areas and through targeted channels	Further distinguish and define research and education focused partnerships to include Primary, Secondary and Tertiary institutions. It could incorporate: <ul style="list-style-type: none"> ● Educational tours ● Internship arrangements ● Foster new research partnerships ● Support collaboration on key initiatives 	Short Term	Board and Executive Director Fund raising expert
	Determine other approaches for key donor types or niche areas. Considerations may include focus on the following: <ol style="list-style-type: none"> 1. Community tourism 2. Enterprise Development 3. Corporate donor and corporate foundations 4. International / multilateral donor strategies 5. Responding to open call for proposals 		

4.0 Fundraising Projections and Targets

The table 6 below proposes funding sources and estimated amounts to be targeted for funding.

Table 6 Suggested funding sources and target amounts for the short and medium term (US\$)

Funding Sources	Assumptions	Implementation Period: Short, Medium, Long Term, Ongoing	2022 - 2027
GOJ (Government Subvention through NRCA/NEPA, NFA, Other)	<ul style="list-style-type: none"> 2% increase in current GOJ subventions by 2027 	Ongoing	USD191,250/yr. (JMD30.6mn)
Grant Funding (Not including GOJ subvention)	<ul style="list-style-type: none"> 25% increase in Grant funds every two years (~USD56,250 in 2022) 	Short Term	~USD88,000/yr. in 2027
Revenue from Tours and Services	<ul style="list-style-type: none"> 25% Increase every year (USD6250/~JMD1mn/yr – baseline) 	Short Term	~USD19,000/yr by 2027
Carbon Trading Offsets	<ul style="list-style-type: none"> Assume 30% of value of current Government Subvention 	Long Term	USD56,250
Private sector		Medium Term	USD 31,250/yr. (JMD5mn)
Philanthropy (Individuals and Diaspora)	<ul style="list-style-type: none"> High net worth Jamaican diaspora Friends of Portland Bight Protected Area 'Champion' also expected to raise local and international funds 	Medium Term	USD47,000/yr. (JMD7.5mn)
TOTAL			~USD432,750 (JMD69,240,000)

5.0 Implementation Risks

There are potential risks that could impact the successful implementation of the funding plan. Mitigation measures can reduce the extent to which the implementation risks occur. Some considered risks and mitigation measures are outlined in table 7.

Table 7 C-CAM Funding Strategy Implementation Risks and Mitigation Measures

Outcome	Risk	Likelihood of Risk (L, M, H)	Impact of Risk (L, M, H)	Risk Mitigation Strategies
Strengthened fundraising culture to leverage influence and impact from Board, staff and volunteers	Board and staff unable to fully adopt fund raising roles	H	H	Engage board members who will likely be available Incentivise staff regarding mobilization of funds
Increased revenue from current and other sources	Revenue remains the same or with little growth	M	M	Strengthen marketing approaches Increased funding from other streams (Projects, etc)
Growth of the trust fund through various mechanisms to support core funding needs	Trust fund principal experiences little to no growth	M	M	Strengthen and redistribute resources (funding and personnel) to support the 'big ticket' items such as the trust
Expansion and diversification of the donor base and increased funding from partnerships	Donor prospect list may increase but engagement strategy may yield limited results	H	H	Continue to steward current donors Strengthen solicitation efforts

6.0 Monitoring And Evaluation Framework for the Funding Plan

Monitoring is: Ongoing, focused on the process and activities and tracking against the series of performance indicators

Evaluations are: Periodic, focused on the outcomes and impacts of fundraising programmes and mechanisms.

6.1 Proposed Monitoring and Evaluation Schedule

Key activities should be monitored at regular intervals (quarterly) annually. These should be incorporated in work plans of board, staff and fundraising consultants (where applicable).

Table 8 captures the proposed monitoring and evaluation schedule for the fundraising plan

Table 8 Proposed Monitoring and Evaluation Schedule for the Funding Plan

	Year 1	Year 2	Year 3	Year 4	Year 5
Recommended Monitoring Periods	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Recommended Evaluation Periods		End of Year 2			End of Year 5

6.2 Timeframe for Updating the Plan

It is recommended that the plan be updated every three to five years. This should be informed by the outcomes of periodic monitoring and evaluation processes. After a three year period there could be significant shifts in the donor landscape or in donor priorities and to this end ENGOs need to be flexible and agile enough to respond. Five years is usually deemed sufficient to prepare and execute a plan without much significant change, but ongoing monitoring and evaluation systems will ultimately inform such a decision.

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