Tijuca National Park
Rio de Janeiro, Brazil

Business Plan Initiative (BPI)
International Pilot Project
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Why did Tijuca want a business plan?

- Needed to show and develop an economic vision for the Park
  - Other plans of the Park didn’t analyze the finances of the Park and the costs of its activities.
  - Didn’t have a mechanism to show what is the business of the park in order to develop strategies that can economically conserve the Park’s resources.
- Needed to create a new methodology to manage the operations of the Park that utilized financial skills.
- Needed a tool that would help us articulate and plan the future sustainability of the Park with our stakeholders.

A partnership and team to produce the plan

- Federal Government:
  - Instituto Brasileiro do Meio Ambiente e Recursos Naturais Renováveis (IBAMA)
- City Government:
  - Prefeitura da Cidade do Rio de Janeiro
- Private NGOs/Nonprofits
  - National Parks Conservation Society (NPCA)
  - Wildlife Conservation Society (WCS)
  - National Fund for Biodiversity Preservation (FUNBIO)
- The management team of the Park

Approach

- Identify new Functional Areas and Programs
- Language differences
- Responsibilities for writing plan
  - Sharon: facilitated and guided, shared business skills, asked questions, clarifications, and helped with translation
  - Management Team: active participation from all members of the management team in developing all parts of the plan
- National strike for 4 of the 7 week process
  - Worked from home, organized meetings with the team separate from the “workplace”, etc.
  - Showed the difference between this plan and regular work
The Process

- BPI consultant presented the project to the management team
- Developed detail sheets with the operational standards of each program with the management team
- Analyzed the costs of our programs and the financial requirements through an activity-based cost accounting exercise
- Identified the operational and investment priorities and strategies.

Key Lessons

The business plan process clearly demonstrated the following:

- Where and how park funds were spent in FY02
- An ideal standard level of operations for each park program
- The resources required to operate the park to standard
- Helped the park identify investment and operational priorities and strategies
- Identified new business opportunities
- Facilitate and present a financial picture of the Park for the potential partnerships with local and international communities

Unexpected Lessons

- The team learned the entire business of the Park
  - The cross functional needs of the programs of our colleagues
  - How each of the programs are interrelated
- These lessons helped us
  - Prioritize together as a group
  - Collect and articulate the ideas of each manager
  - Determine a common focus for the future
  - Plan together as a unit.
- The management team
  - Developed an appreciation for the costs of their programs
  - Wanted to develop new finance skills
  - Minimize their costs in the future
  - Strategize for new funding sources.

Differences and Similarities

- Business Plan template
  - Similarities: Main sections, Activities-Based Accounting, Standards, Process, etc.
  - Differences: Approach, Content, fund sources, systems, additional sections
- Data sourcing
  - Different: City/Federal appropriations—Reimbursable and revenues are paid directly to the government and return to the Park in the form of services and salaries
  - Different: Financial records—needed to create a system to reflect the expenses of each activity
- Functional Areas and Programs
  - Similar: Management and Administration, Vegetation, Fire
  - Different: Tourism and Ecotourism, Boundary Protection (urban needed program) and Valuation of Environmental Services
Next Steps

- Present the plan to the Council of the Park (official representatives of the civil society and government organizations), to involve them in the implementation of the Plan.
- Share the findings of the plan to the Brazilian conservation organizations and representatives as well as federal, state and city representatives.
- Present the plan to potential investors (locally and internationally) to establish new partnerships.
- Incorporate the methodologies of the plan (activities based accounting, measuring standards, etc.) with the management and operations of Tijuca National Park.

Strategies for Sustaining the Park

- Study and implement new economic instruments and management systems.
- Improve the outreach and marketing materials of the Park.
- Solidify and augment the co-management system between IBAMA (Federal) & Prefeitura (City).
- Improve and build upon partnerships.
- Develop the volunteer program.
- Build relationships between the surrounding communities by developing more activities for park participation and conservation.
- Fundraise.

Recommendations

- Update the Business Plan annually or bi-annually.
- Share the work with the environmental community.
- Build the partnership between the NPCA/WCS and other national parks so that other protected areas may study and use creative strategies to achieve financial sustainability.

Questions