



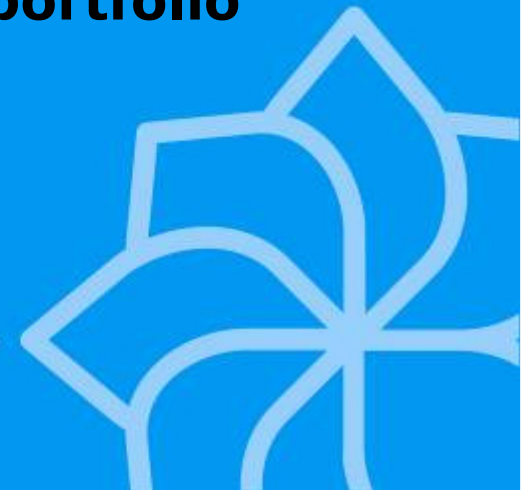
Workshop leader: Prof. Dr. Michael Getzner  
University of Klagenfurt



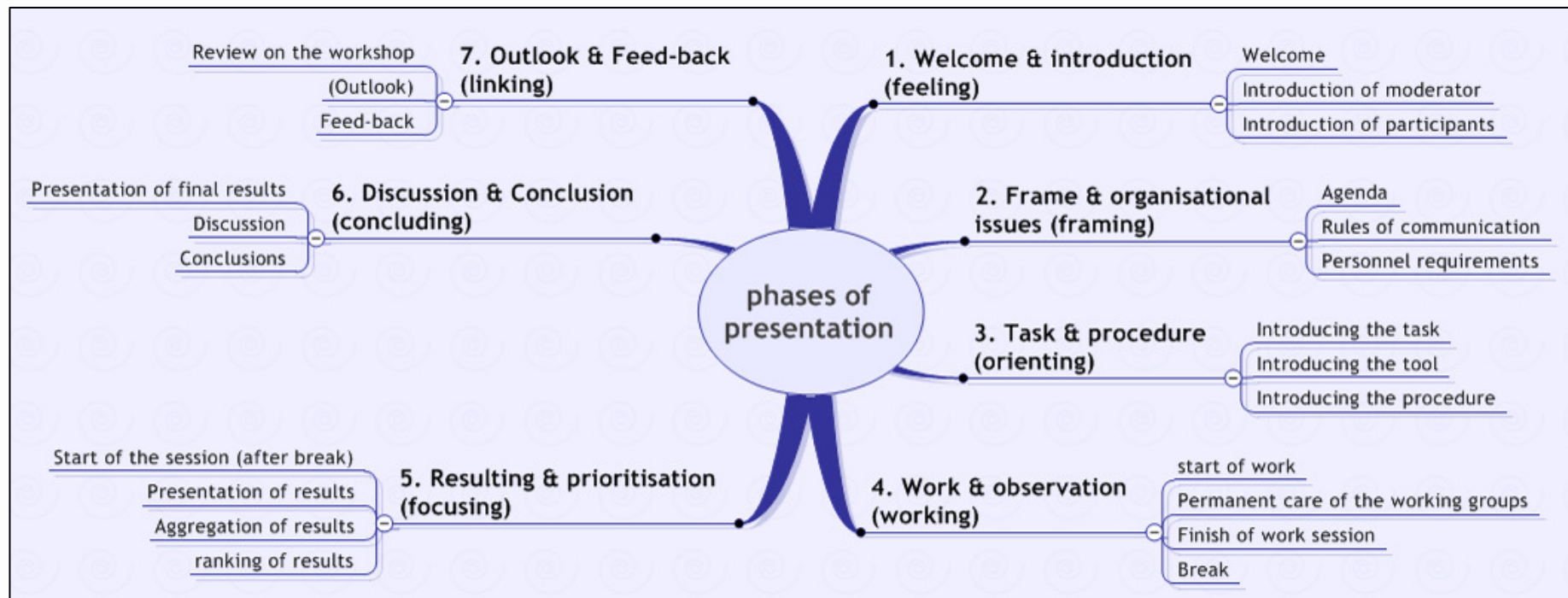
## **Group D: Financing** **Methods: gap analysis / financing portfolio**

30th of June 2010, Klagenfurt, Austria


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## 7 phases of presentation used in the NATREG meeting:



## Introduction for using the presentation

- Black text: technical schedule
- Blue text: Background information for the moderator
-  : should be made visible for participants





## Welcome & introduction

- Welcome
- Introduction of moderator
- Introduction of participants

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## Welcome & introduction

**The first phase is the warm-up phase, characterised by the aim to prepare a relaxed atmosphere between all participants. It is important that the group becomes acquainted with each other.**

- Welcome
  - Welcome the participants, using friendly words, a short story, or any individual approach
  - Sketch in a few words the aim of the day
- Introduction of moderator:
  - Presents his name, background and role
  - His/her role is neutral – must be handled consequently
  - Consider the main rules of communication (talk clear, friendly, face towards public etc.)
- Introduction of participants
  - Name, function, experiences, expectations
  - Use a game: verbal self-introduction



## Frame & Organisational issues

- Frame of communication
- Personnel requirements
- Agenda
  - 13:30 – 13:45 : introduction Daniel
  - 14:00 – 14:10: welcome
  - 14:10 – 14:20: tasks and procedures
  - 14:20 – 14:45: group work
  - 14:45 – 15:00: resulting
  - 15:00 – 15:30: discussion and outlook
  - 16:00 – 18:00: presentation and discussion of results of all four workshops in the plenum



## Frame & Organisational issues

**In this phase, it is important to sketch the frame of the day in order to give the participants a „structure to hold on“. Respect between all participants is basis for the success of the workshop. To state rules is sometimes very useful to maintain a good, or at least „manageable“ atmosphere**

- Ask the participants if timeframe and schedule is ok.
- If conflicts are suspected, ask the participants if they would accept some rules.
- Write the rules actively e.g. on a Flip-chart
- Rules should be visible during the whole workshop.
- Don't forget to ask/state about personal requirements (coffee break, toilet, smoking etc.)



## Task & procedure

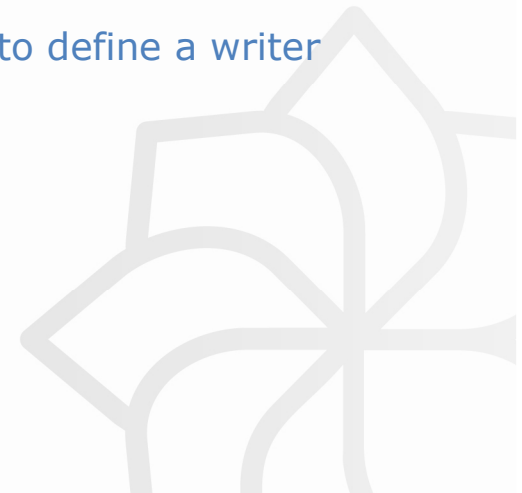
- Introducing the task
- Introducing the tool
- Introducing the procedure



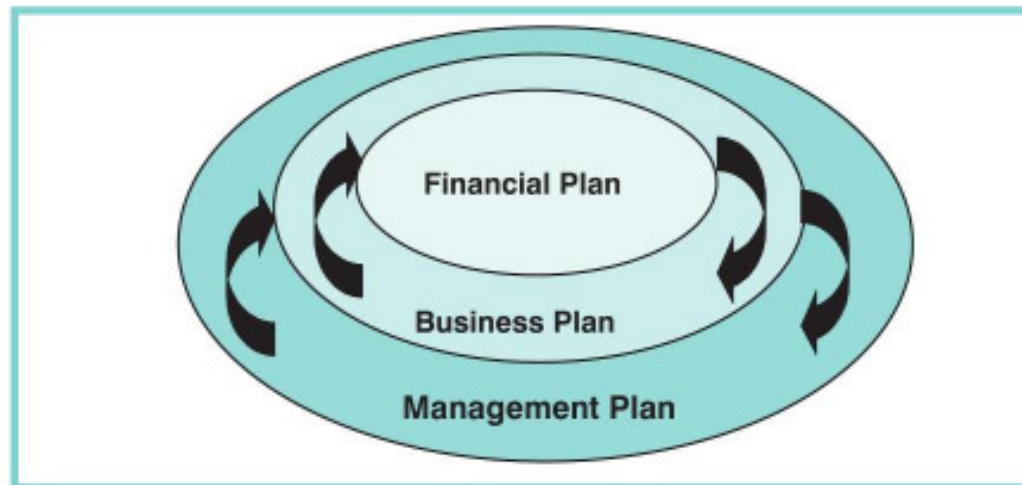
## Task & procedure

**This phase aims to help the participants to get oriented, find their role and to take away insecurity. This should be done by clearly defining the tasks of the day, which results are expected/desired, what the participants are expected to do and which procedure is foreseen.**

- Take enough time for this, don't underestimate effort to get oriented
- Explain tasks always in a broader context (puzzle of which picture?)
- Before explaining, try to find an example to show what will be the final result
- Provide also examples of what e.g. a mission statement could be
- Go through the procedure step by step
- Explain, how the results should be presented. Ask the group to define a writer and/or presenter.
- Ask frequently, if the participants got the message

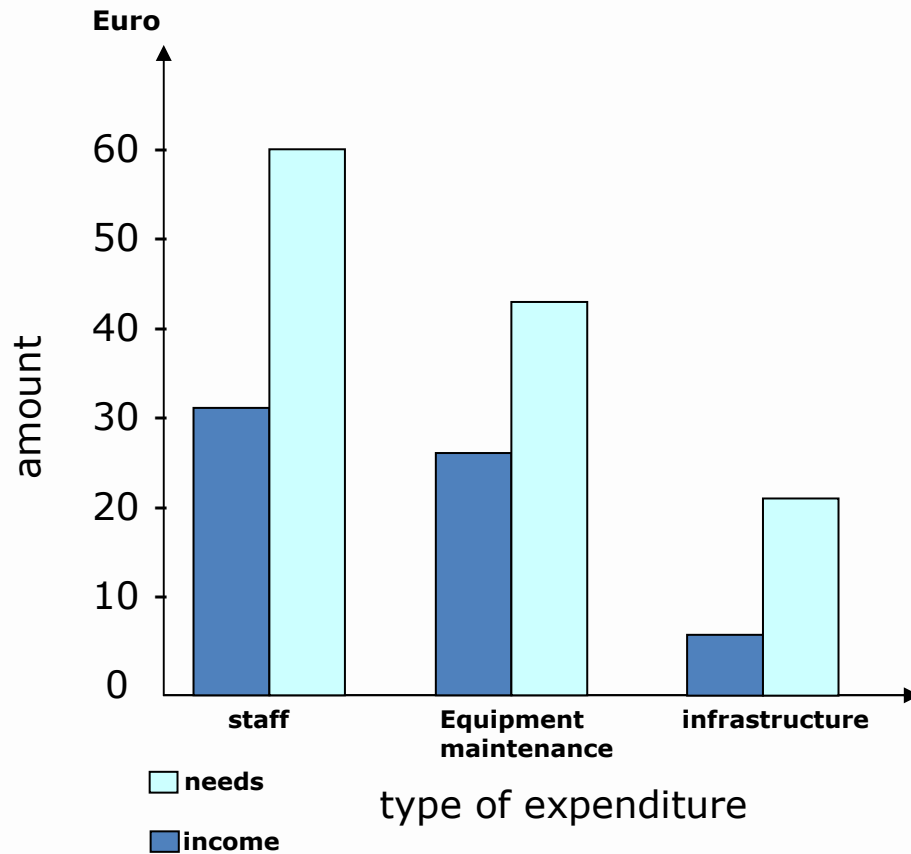


Guiding question: What sources of funding are available and useable for the SEE region? Screening of needs and financing of SEE region.





## Example of the result: gap analysis



Examples for types of expenditure:

- Staff: research, education, administration, etc.
- Equipment: rooms, computer, cars, equipment for research, etc.
- Infrastructure: visitor infrastructure, mobility (road network), communication, etc.

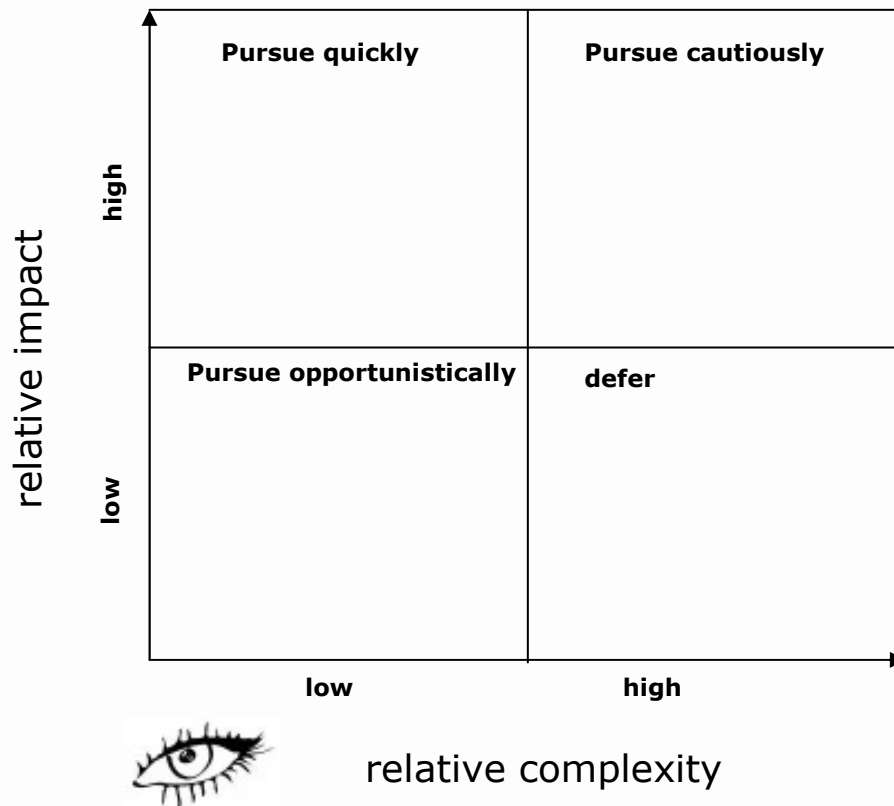


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## Example of the result: financing portfolio



- Financial strategies should be drawn up
- strategies of funding shall be collected and their impact and complexity shall be visualised in a matrix.

Table 6: Examples of Classifications of Financial Mechanisms for Protected Areas

Financial mechanisms	Geographic criteria			Market and non-market criteria	
	Protected Area	Regional and national	International level	Yes	No
Payment of tourism fees	X			X	
Natural resource extraction fees	X			X	
Carbon capture projects	X			X	
Charging for the use of water resources	X			X	
Sale of souvenirs	X			X	
Government allocations/transfers		X			X
Fiscal instruments (e.g. taxes, etc.)		X			X
Investment funds		X			X
Donations from for-profit and not-for-profit entities		X			X
Global initiatives (Global Environment Facility)			X		X
Debt-for-nature swaps			X		X
Multilateral organizations (donations, cooperation)			X		X
Donations from foundations, NGOs, international corporations			X		X

Adapted from: Conservation Finance Alliance, 2002; and Barry Spiegel, 2007.



## Work & observation

- start of work
- Permanent care of the working groups
- Finish of work session
- Break

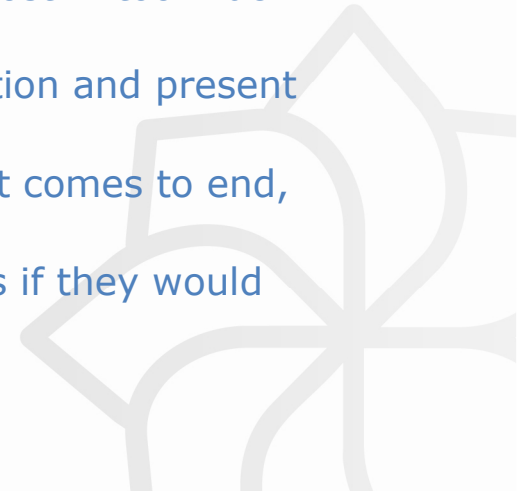


## Work & observation

**In this phase, the participants must have the main active role aiming at bringing their perspectives and knowledge „to paper“. If the applied tools are appropriate, targets and procedures clear, the working phase goes on very smoothly. However, frequent observation and help is to be provided.**

- Take a step back, say that you are around and ready to help, but let the participants now work freely
- Above at the beginning: look frequently about their first results and check if they understood the task correctly – correct if necessary
- If internal discussions takes too much time, give them advice (e.g. to take this as an open point, to do it rather rough and dirty than to get lost in too much details)
- If you detect some mistakes in a group, ask for paying attention and present the problem in a few words also to the other groups (if any)
- Every now and then, give directions to status of time, when it comes to end, do more frequently.
- Permanently care for the working groups, and ask sometimes if they would need sth.
- The end of this phase is often a convenient time for a break

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## Resulting & prioritisation

- Start of the session (after break)
- Presentation of results
- Aggregation of results
- Ranking of results

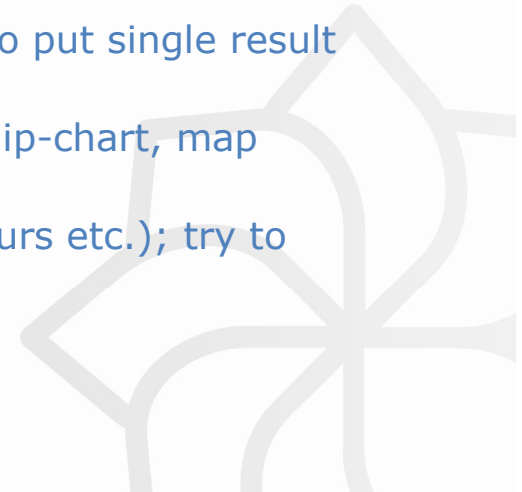


## Resulting & prioritisation

**This phase aims firstly at presenting and combining the numerous single results to a common picture and then to extract the relevant issues out of it (key-results). A further prioritisation aims at ranking the key-results according their relevance (resource allocation!). This phase is crucial for quality of results, thus good design elements for structuring are needed.**

- After a short break, try to catch participants back to work in a friendly way.
- Explain the aim and the procedure of this step
- Ask the groups' presenters to report their results. Provide clear directions (how many minutes, where to put it etc.)
- Assure, that the tool/method/design element is appropriate to put single result into a final structure
- Visualise results as good as possible, use different formats (flip-chart, map etc.)
- Prioritise results with appropriate, visual methods (dots, colours etc.); try to avoid discussions.
- Repeat and highlight the final results

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## Discussion & conclusion

- Presentation of final results
- Discussion
- Conclusions

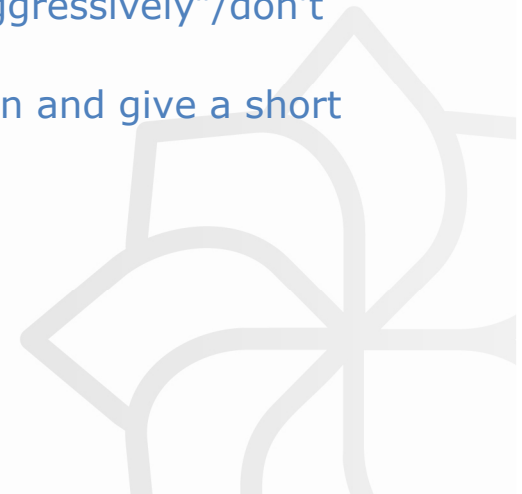
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## Discussion & conclusion

**This phase aims at strengthen the common view, to jointly agree on the final results but also to strive to detect open questions.**

- Always present the status-quo of the results again at the beginning of this (summary)
- Ask for comments with regards to the results and collect them e.g in a mind-map or on a flip- chart (should be visible to all)
- Try to be neutral in discussions
- Don't get lost too much into details, pay attention that everybody gets the possibility to talk (equal time to talk)
- Ask especially persons who are reserved, but don't ask to „aggressively“/don't let them feel that you absolute expect them to give answers
- If no more discussion is needed/or time is out, stop discussion and give a short summary.



## Outlook & Feed-back

- Review on the workshop
- (Outlook)
- Feed-back

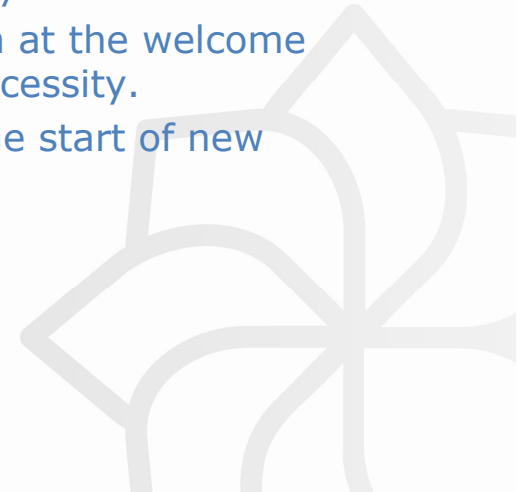
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## Outlook & feed-back

**This phase aims at reflecting the workshop and at providing a link between the actual workshop and future perspectives. It is important to „keep a channel alive“ also after the workshop. This should be done by different means.**

- Provide a clear picture what will happens with the results and give realistic overview on implementation. Don't raise the expectations to high.
- Provide possibilities to inform people about further steps after the workshop (e.g. minutes, establishment of a forum, newsletter, invitation to an event etc.). (Don't forget to ask for addresses)
- Be very happy about the contribution, thank them accordingly.
- Ask for their feed-back. Maybe use the same instrument than at the welcome (to compare). Decide upon size of group, atmosphere and necessity.
- Try to highlight, that it is not the end of the workshop, but the start of new initiatives.



## Facilities

### **Technical equipment**

- Pencils (different colours)
- Flip chart

### **To be prepared**

- Poster with workshop title
- Agenda
- Poster with “onion figure”
- Poster with Guiding question
- Poster with matrix for gap analysis
- Poster with matrix for financial portfolio

