



NCS Capacity Building Project

Business Planning Workshop

Session 5

**Critical success
factors for business
planning**

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Critical success factor **PROCESS ORIENTED**

BP must be considered as an integral part of a capacity building process not as an insulated document or activity

BP must be appropriated and developed in close collaboration with PA staff

The need for fast or short term oriented results should not underestimate the time needed to each step of the process

Critical success factors **POLITICAL**

Political commitment to move the process forward and envision opportunities for economic and political results.

BP should be aligned with national development priorities such as economic growth, unemployment and poverty reduction

BP should be a powerful tool to elevate the political profile and increase visibility of PA System among decision makers and public

Critical success factor **HUMAN**

Human capacities available require the necessary resources and incentives to do their job

Continuous learning culture for conservation finance and related issues

Further develop the internal capacity of NCS attracting and retaining professional profiles in subjects related to marketing, financial planning and economics

Critical success factor **INSTITUTIONAL**

Laws, policies, procedures in place to ensure an enabling environment for business planning preparation and implementation.

Administrative and financial management system to support new mechanisms and ensure accountability

Clear and serious planning processes to ensure continuous update and relation with MP and PA annual plans

Critical success factor **FINANCIAL**

BP should be the guideline for resource allocation in PA's, donors should specially consider the financial needs assessment to design their future projects

Both BP preparation and its implementation require financial resources, therefore they should be considered as a component for future projects like the GEF.

Increasing investment and ensuring re-investment in PA's is critical to elevate their profile and make them more attractive for additional revenues