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Consultancy Report

Re: Participation in and Presentation at IWOKRAMA Board of Trustees Meeting

By: John Bouza, Bouza & Associates

For: IDRC Contract # 03114 (96-4901)

Dates: January 13 - 15, 1997

Venue: Georgetown, Guyana

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1. The purpose of this consultancy was for John Bouza to participate in the first meeting of the permanent Board of Trustees of Iwokrama and to present a report to the Board on our findings with respect to the implementation of the Funding Strategy prepared for Iwokrama by IDRC/Bouza & Associates.
 2. The three day meeting was inaugurated by the President of Guyana, Dr. Cheddi Jagan. He noted the importance of Iwokrama to the future of Guyana's tropical rainforest and its people.
 3. The formal meeting covered a full range of issues (see copy of agenda attached, Addendum #1.) The discussions related to fundraising were covered both formally during my presentation and informally throughout the three days.
 4. My report was presented toward the end of the first day, after Mr. Don Menz had presented his document regarding Business Planning. An excerpt of Bouza & Associates' final report on the contract to advise on and begin implementation of the Funding Strategy submitted to IDRC on 16 December 1996 was distributed to the Board and observers. The section excerpted dealt with Lessons Learned and Recommendations (see Addendum #2). I spoke to each of the points covered in the handout.
 5. There was significant and appropriate overlap between my report and the Business Planning document presented by Menz.
 6. As a consequence of the emphasis placed by the Funding Strategy and the Business Planning report on the need for the volunteer leadership (i.e., the Board) of Iwokrama to take the lead in securing major support for the Centre, Sir Humphrey Maud presented an initiative to seek and secure substantial core funding from Commonwealth governments, the European Union and other potential donor agencies. He tabled a plan (Fund-raising and planning for the first meeting of Iwokrama Donor Support Group; Critical Time Path for first half of 1997, Addendum #3) which would use a proposed meeting in June of possible major donors as the mechanism to stir into action both the Board members and potential major donors. Based on the information gathered in discussions with the Canadian High Commissioner (see next item), it may be possible

- to use this proposed Donor Support Group meeting to advantage in pressing CIDA for major financial support for Iwokrama.
7. The Canadian High Commissioner, Alan Bowker, invited Martha Stone and me to have lunch with him and his wife on Tuesday, January 14. Also present was Anna Iles, the Georgetown-based CIDA Program Officer. Ms. Iles and Mr. Bowker indicated that a CIDA planning team had just completed a visit to Guyana and had determined that Iwokrama should now be added as a potential project suitable for CIDA funding. This very encouraging news should be acted upon urgently by Iwokrama. What remains somewhat unclear is who should do the follow up. Is IDRC in a position to do this now? (Bouza & Associates could participate in this initiative if invited to do so.)
 8. During the Board meeting, Stone made a formal presentation on behalf of IDRC and officially concluded IDRC's contractee role with respect to the administrative, legal, financial and management functions. (This is separate and distinct from IDRC's participation as a co-sponsor and partner on broader issues including the fundraising described in this Consultancy Report.)
 9. Stone suggested IDRC may be able to support further initiatives of Iwokrama if they are within IDRC's budgetary limits and programmatic interests; a particular interest of IDRC would be to further the development of initiatives in the "non-traditional" funding area, especially the concept of private sector participation in the programmatic and financial growth of Iwokrama. (This is consistent with the recommendation adopted in the Funding Strategy for Iwokrama to convene a "roundtable" with private sector companies as a means of engaging them in the work of the Centre.) I prepared a concept paper for Stone after she led a two hour, ad hoc brainstorming session of Iwokrama Board members and selected observers to scope out such a possible activity (See "Consultation on Private Sector Participation with Iwokrama", Addendum #4). The Board subsequently endorsed a request for IDRC to organize and convene such a Consultation. M.S. Swaminathan also suggested a similar consultation/workshop on "Biodiversity Prospecting" (Addendum #5). IDRC will need to decide how to proceed on these requests. As with the CIDA challenge, there is a need for active follow up. Bouza & Associates would be prepared to coordinate this process.
 10. Possible resources for private sector engagement: Mr. Taganini of UNDP/Georgetown has a contact at GTZ (German aid agency) who knows has experience in private-public partnerships; Angela Cropper (UNDP/New York) says her division has developed position papers with respect to private-public partnerships; Mr. Ralph Schmidt (UNDP/New York) advises we should speak to his associate – Luis Gomez Echeverri – who has extensive experience in this area.
 11. Bouza was requested by both Henry Tschinkel and Sir Humphrey to provide them with diskette or e-mail attachment copies of the MS-Access database containing the Prospective Funding Partners.
 12. I am concerned over the lack of progress in recruiting new Board members. Three of the four new outside board members were not able to attend the meeting. What does this say about either their lack of commitment or Iwokrama's lack of effort to assure that they could be available before fixing the dates of the meeting? If they are so vital, as I think they are, surely more negotiation to find suitable dates for these new board members would have resulted in higher attendance. Similarly, the Board does not yet include senior business leaders from major international corporations nor anyone from the private sector within Guyana – both important to assure an understanding of and access to these sectors of society.

**IWOKRAMA BOARD OF TRUSTEES
SCHEDULE FOR THE FIRST MEETING**

DATE / HOUR	EVENT	LOCATION
Sun 12 Jan		
	Arrival of participants & airport pickup	
Mon 13 Jan		
09:00	Inauguration by the President of Guyana	Cara Lodge Ballet Rm
10:00	Coffee break	Cara Lodge Ballet Rm
10:30	Agenda item 1: INTRODUCTION.	Cara Lodge Ballet Rm
11:30	SUBJECTS FOR INFORMATION Agenda item 2.1: Progress 2.2: Financial status	Cara Lodge Ballet Rm
13:00	Lunch	Cara Lodge Dining Rm
14:30	Agenda item 2.3 Progress IDRC contract	Cara Lodge Ballet Rm
15:00	Agenda item 2.4 Status of fundraising	Cara Lodge Ballet Rm
15:30	Coffee break	Cara Lodge Ballet Rm
16:00	Agenda item 2.4 Status of fundraising (cont.)	Cara Lodge Ballet Rm
17:00	Agenda item 2.5 Progress Int'l Transition 2.6 Progress Nat'l Transition	Cara Lodge Ballet Rm
18:00	Adjourn	

DATE / HOUR	EVENT	LOCATION
Tue 14 Jan		
08:30	SUBJECTS FOR DECISION Agenda item 3.1 Business plan	Cara Lodge Ballet Rm
09:30	Agenda item 3.2 Fundraising: Next steps	Cara Lodge Ballet Rm
10:30	Coffee break	Cara Lodge Ballet Rm
11:00	Agenda item 3.2 Fundraising: Next steps (cont.)	Cara Lodge Ballet Rm
12:30	Lunch <i>Canadian High Commissioner</i>	Cara Lodge Dining Rm
14:00	Agenda item 3.3 Bylaws of BOT <i>deferred to next mtg</i>	Cara Lodge Ballet Rm
15:00	Coffee break	Cara Lodge Ballet Rm
15:30	Agenda item 3.4 Operating procedures for the Centre	Cara Lodge Ballet Rm
18:30	Adjourn	
19:30	Cocktail	Cara Lodge Ballet Rm
Wed 15 Jan		
08:30	Agenda item 3.4 Operating procedures(cont)	Cara Lodge Ballet Rm
09:30	Agenda item 3.5 Recruitment DG	Cara Lodge Ballet Rm
10:00	Coffee break	Cara Lodge Ballet Rm
10:30	Meeting with the President of Guyana	Residence of the President
11:30	Travel to the University of Guyana	Bus
12:00	Laying of the plaque for the Iwokrama HQ building by the President of Guyana	University of Guyana
12:30	Lunch	Cara Lodge Dining Rm
14:00	Agenda item 3.6 Work Plan 1997	Cara Lodge Ballet Rm
15:30	Agenda item 3.7 Date & place next meeting	Cara Lodge Ballet Rm

Draft of January 10, 1997

DATE / HOUR	EVENT	LOCATION
15:45	SUBJECTS FOR DISCUSSION AS BASIS FOR FUTURE DECISIONS Agenda item 4.1 Design of HQ	Cara Lodge Ballet Rm
16:00	Other items	Cara Lodge Ballet Rm
16:45	Wrap-up and closure	Cara Lodge Ballet Rm
17:00	Public forum	Hotel Tower-Rupununi Rm
Thu 16 Jan	Departure of participants	

IWOKRAMA INTERNATIONAL RAIN FOREST PROGRAMME

Fundraising Activities in the Non-traditional Sector

**Presented to the First meeting of the Permanent Board of Trustees of
Iwokrama - 13 - 15 January 1997**

January, 1997

Preface

At the 8th meeting of the Interim Board of Trustees of Iwokrama, following a proposal by Roberto Lenton of UNDP, IDRC, the Commonwealth Secretariat and UNDP each agreed to put up the sum of US 50,000 to supplement the funds available to Iwokrama for fundraising. IDRC utilized part of these funds to investigate and approach, over the last 6 months, a number of prospective funders in the non-traditional sector.

The attached document is an excerpt from the report of the fundraising consultants, John Bouza and Associates (JB&A), contracted by IDRC to assist in this exercise. The document records the efforts of JB&A in conjunction with IDRC in investigating and approaching the non-traditional funding sector. The report makes a number of recommendations aimed at guiding future Iwokrama fundraising efforts. John Bouza will address these issues during discussions on the fundraising issue at the first meeting of the permanent Board of Trustees of Iwokrama.

"In approaching the various foundations and corporations identified as sharing goals and or objectives with Iwokrama, it has become abundantly clear that simply having a good concept and a noble cause is not sufficient to attract partners."

*Iwokrama International Rain Forest Programme,
Progress Report # 3 - Final; p.10, para. 3.3*

This report "Recommendations and Conclusions" is taken from the report entitled "Iwokrama International Rain Forest Programme, Progress Report # 3 - Final" prepared for IDRC by John Bouza & Associates, December 16, 1996."

IWOKRAMA FUNDRAISING PROGRAMME

LESSONS LEARNED AND RECOMMENDATIONS

1.1 The overall process and individual interrelated steps detailed in the Funding Strategy document, considered innovative when compared to traditional approaches used by IDRC and similar agencies in the past, are being proven appropriate.

Given the short life of Iwokrama as a legally constituted entity (only since May 1996), it is fair to say that considerable accomplishments have been made in terms of the funding development activity. This is especially important in light of the fact that the initial funds which were provided by the early supporters are now nearing depletion -- they are committed for start-up activities through 1997.

Given this "newness", one of the primary lessons learned may simply be that the organizers hoped for too much in too short a time. As an example, the slow development of the human resource base (such as the Board, Project Development Staff etc.) have had an impact on the potential for early success in the fundraising activity.

Recommendation: revitalize the funding strategy when the permanent Board is fully developed and includes leading corporate sector individuals (the permanent Board is to be put in place in January, 1997); engage the Project Development Officer and Director of Communications and for them, together with the permanent Director General, to devote very significant amounts of time to the fundraising activity.

1.2 In recognition of the present financial constraints faced by nearly all governments and international agencies, Iwokrama's Funding Strategy is predicated on a mix of support from traditional funders, such as international development agencies, and more innovative approaches including direct funding from private charitable foundations, major corporations and perhaps eventually individuals. The Funding Strategy recognizes the critical role to be played by high level volunteer leadership in securing such support.

A great deal of emphasis has been placed on the need to recruit to the Board of Trustees and the Donor Support Group people in a position to influence major funding decisions. Just as IDRC is itself learning the importance of such an approach as it seeks to diversify its funding base, so too must Iwokrama reach out to world leaders in business and the private sector to participate in the development of this important new approach to sustainable development.

Recommendation: the recruitment process for the Board must look beyond the current makeup to involve and engage corporate leaders and individuals with access to and influence with senior decision makers in the private sector and the foundation/non-profit sector.

IWOKRAMA FUNDRAISING PROGRAMME

Such individuals will in turn be able to open the doors to funding from these fields. Alternatively, if the newly-constituted Board does not include strong representation of this type, to create a high-level Fundraising Committee with very strong representation from the corporate sector to undertake this fundraising role.

1.3 In approaching the various foundations and corporations identified as sharing goals and or objectives with Iwokrama, it has become abundantly clear that simply having a good concept and a noble cause is not sufficient to attract partners. For Iwokrama to succeed in fundraising from these non-traditional sources it will require four things:

1.3.1 more precise identification of the objectives and uniqueness of Iwokrama (that is, not only what it hopes to achieve, but how its achievements will differ from those from apparently similar activities taking place elsewhere).

This is of particular importance when it is realized that competition for scarce financial resources is intense. A prospective partner demands to see more than a generic fit between his or her goals or objectives and those of Iwokrama, and must have immediate confidence that there will be greater gains from partnering with Iwokrama than with other, superficially similar, activities.

Determination as to how best to craft this message (or messages) can only come from a combination of the skills of someone who knows and understands the uniqueness of Iwokrama from a philosophical and scientific perspective, and someone who understands how best to package this message lucidly for a prospective partner.

Recommendation: place a high priority on developing clear statements concerning the uniqueness of Iwokrama.

1.3.2 more carefully detailed and packaged information concerning specific projects.

Non-traditional funding partners, such as corporations and foundations are more likely to provide funding for discrete, well-defined activities (projects), than to global or generic activities.

In part, this allows a better determination of fit with their objectives or goals, but also allows an easier assessment of value for money, monitoring of progress etc. Furthermore, organizations such as these (especially corporations and corporate sponsors) often expect or require donor recognition; this is far easier and of greater weight when donor recognition can be clearly linked to a specific activity or installation (such as a specific research project, a specific piece of research equipment, or a specific building).

Recommendation: define in concrete terms the actual projects, with budgets, timing, deliverables etc.

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Close cooperation should be encouraged with fund-raisers knowledgeable in the requirements of prospective partners to ensure that information of importance to prospective partners is emphasized.

- 1.3.3 a much more comprehensive operating budget for Iwokrama.

Funders in the non-traditional sector place great emphasis on the specifics of the proposed revenue and expense projections for the entire organization. In addition, they typically expect annual reports and audited financial statements.

Recommendation: produce detailed annual budgets which show not only allocations of moneys to all aspects of the organization (specific projects, as well as to salaries, administration etc.) but to also clearly identify the proposed sources of funds. Prospective funders are very interested in who else is partnering.

Additionally, guarantees of some form of annual reports with comprehensive financial statements (ideally audited) are an essential.

- 1.3.4 a lively process for engaging the people of the prospective funding partner in the growth of Iwokrama.

It is fair to say that the few instances where there are positive indications of interest, such as with ITTO in Japan and CIDA in Canada, they are the result of persistent efforts to involve the appropriate personnel from such agencies in the actual fund development process.

Recommendation: Iwokrama's Board and senior staff must actively work at introducing Iwokrama to potential partners at a personal level; the activities of the Donor Support Group and Consortium of Collaborating Institutions must be accelerated and enhanced.

Individual Champions, regardless of whether they are on the Board of Trustees or not must be sought out.

- 1.4 Of major importance in the fundraising process involving corporations (and to a lesser extent foundations) is a commonality of understanding of what constitutes a partnership. It is becoming increasingly apparent that many corporations are more likely to provide significant support if they themselves believe they are true partners rather than merely providers of funds.

True partnerships can be considered as those in which a prospective funder is involved in the planning process which identifies and defines activities and projects to be undertaken.

In this way, from the outset the goals and objectives of all the prospective partners are clearly enunciated, and projects can then be developed which allow mutual satisfaction of these goals and objectives.

This contrasts markedly with the more usual approach for organizations such as Iwokrama, where a Programme and suite of Projects is defined, and then a fit attempted with these and a prospective funder.

This is not without its dangers. Without appropriate procedures clearly laid-down (including a number of checks and balances to ensure fair partnering) it could be construed that the direction that Iwokrama takes is being bought by its wealthiest partners.

Recommendation: examine the feasibility and mechanisms required to invite involvement of prospective funders into the planning process for Iwokrama.

1.5 Closely allied to the need for inviting involvement of prospective funders, and possibly to be considered amongst the mechanisms whereby this can occur, are three initiatives identified in the Fundraising Strategy:

1.5.1 **Consortium of Collaborating Institutions:** although envisioned as a method of ensuring the entry of Iwokrama into the family of serious researchers in sustainable forest development and their interchange of scientific information, this initiative can also be of considerable importance in fundraising by helping solidify the validity of Iwokrama and by helping to secure support for research, especially in the form of grants.

Furthermore, collaborative ventures with other research institutions, to be carried-out at the Iwokrama site, can significantly help in the project definition necessary before funding is sought. This is of particular importance since the early state of development of Iwokrama lends itself to research project funding. Some of these collaborative ventures may bring research money with them.

Additionally, other institutions (such as the Smithsonian) have carried-out research at the Iwokrama Centre. These, and others, can immediately be called-upon to start the Consortium (they are, in effect, its founding members). They, together with those in other organizations with related or similar interests, could be asked to identify what they would do (in specific project terms) at Iwokrama to help Iwokrama achieve its goals. Many programmes of considerable magnitude and credibility have been developed from a mass of related projects (bottom up), rather than as a carefully crafted set of projects under a clearly identified programme (top down).

Recommendation: accelerate activities in the domain of Consortium of Collaborating Institutions. This could be a low-cost initiative, involving a keen person well plugged-in at the research end, and access to the internet.

1.5.2 Donor Support Group: although it can be argued that since, to date, there are few donors (notably the early partners such as UNDP/GEF, Comsec, UWICED, IDRC) and, therefore, no need for the Donor Support Group, it may be appropriate to involve potential corporate partners in this Group. An approach could be made at this early stage to key businesses (especially those in the forest industry, or those who do or could derive business from the forestry resource, such as drug, health and beauty companies) to help scope-out (from a business approach) how their objectives, and those of Iwokrama, could be achieved (project definition) and what specifically they would be prepared to fund. This would expand the scope of the Donor Support Group and could enable it to become a highly valuable and innovative tool in the development of sustained funding partnerships.

This approach is not one that has been widely adopted in other research-type institutions and is not without its dangers (amongst them being a perception that Iwokrama is somehow becoming tainted by an involvement with prospective partners in this way). Carefully managed, however, this approach could yield significant returns both from a planning and a partnering perspective.

In fact, it is this sort of approach which should be a crucial element in Iwokrama's development. Iwokrama has indicated that it wants to be run as a business. A major part of any business is its business plan. Development of a meaningful business plan should include involvement of (or at least a good understanding of) the needs and expectations of the proposed partners, in this case, the corporate world.

Recommendation: examine the role of the Donor Support group as defined to determine if reformulation of its mandate to involve prospective partners in project planning could better serve the objectives of attracting funding partners.

1.5.3 Guyanese Stakeholder Working Group: Iwokrama has importance and opportunities for involvement at a number of levels -- local, regional, national and international. In very real terms, to attract funding from non-traditional sources outside of Guyana, considerable interest from the private sector within Guyana (as evidenced through financial support) must be apparent to their off-shore peers and prospective funders.

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Additionally, Iwokrama and its success is of great importance at the very local level; local communities are almost entirely dependent upon forest resources and their sustained use. Thus, grassroots stakeholders can also be included in the Guyanese Stakeholders Working Group.

Recommendation: accelerate activities in the development of the Guyanese Stakeholder Working Group with particular reference to identifying and recruiting at least one senior Guyanese business person to be a local champion and continued efforts at involving various leaders at the grassroots level.

1.6 For an organization of the scope and potential size of Iwokrama, a team approach is essential (components: knowledge of the programme and projects, packagers of this; knowledge of fundraising and prospects, packagers of this; melding with project/programme information, Board and/or other door-openers etc.). At the same time, since there is intense competition for funds - but there are funds there - Iwokrama must be very good at matching the proposal to what the prospect wants, what Iwokrama wants etc.

Recommendation: stress the need for all those involved with Iwokrama to work as a team - each sharing with others their contacts, expertises and expectations.

Fund-raising and planning for first meeting of Iwokrama Donor Support Group**Critical Time Path for first half of 1997****February**

- Committee on local support staff salaries completes work and makes recommendations for Board's approval (these salary scales, plus those for professional staff) will be essential inputs in preparation of the Business Plan projections for core funding requirements.
- Operational Plan (1996-2000) to be revised in the light of the Board's discussions on business planning and the agreed salary scales for Iwokrama staff.
- Modalities for ODA funding of post of Director, Research and Programme Implementation agreed by Iwokrama Centre, ComSec and ODA.
- Recruitment of Director-General in accordance with the plan of action agreed by the Board of Trustees. (It will be essential to get the D-G's input for preparation of the Business Plan and meeting of the Donor Support Group.)

Secretary-General and Chairman of Board write to Commonwealth governments and potential donor agencies seeking their assistance with core funding and informing them about our plan to convene the first meeting of the Donor Support Group in mid-June either in ~~London~~ or Brussels. The letter will indicate that documents for the meeting will be circulated by the end of April.

March-April

Detailed discussions with European Commission's DG-VIII in Brussels.

Following documents to be completed and approved by the Board (through electronic means): (1) Business Plan (1998-2007), which will include 'macro-economic' justification for Iwokrama and a basic plan for developing Iwokrama's headquarters; (2) Iwokrama Annual Report for 1996; (3) detailed Work Plan and Budget for 1997; and (4) outline of plan of action for 1998-2002.

In third week of April, Commonwealth Environment Ministers meeting in the wings of the CSD's high-level segment in New York will be briefed about Iwokrama's core funding requirements and alerted to the need for a major Commonwealth contribution towards core funding. UNDP-sponsored workshop on Iwokrama (in the context of review of progress since Rio) at CSD.

- By end-April all documents for the Donor Support Group Meeting to be circulated to governments/donor agencies with confirmation of the dates and venue of the Meeting. The package of documents to be circulated will consist of those listed above plus: Iwokrama Act 1996; Iwokrama - Meeting the Challenge; Iwokrama's Accomplishments; and Iwokrama at a Glance; and the

UNEP

two reports published under the project on Amerindian knowledge of Iwokrama's biodiversity.

May

- Follow-up with governments and donor agencies to confirm their participation in Donor Support Group Meeting and discuss nature and size of their commitments/contributions. Missions (if feasible) to key donor agencies to market Iwokrama's Business Plan will also be undertaken during this period.
- Secretary-General will call on Commissioner Pinheiro in DG-VIII.

June

- In mid-June, convene first meeting of Iwokrama's expanded Donor Support Group.

Responsibilities

- ComSec, supported by co-sponsors, to be responsible for oversight and co-ordination of all activities leading up to the first meeting of the Donor Support Group, as well as its organisation.
- Don Menz to be responsible for preparation of Business Plan.
- Iwokrama Centre to be responsible for preparation/finalisation of all the other documents needed for the meeting.

Don and Henry Tschinkel will work closely with ComSec, IDRC and UNDP in preparing the documents.

Revised (Fm)

Fund-raising and planning for first meeting of Iwokrama Donor Support Group

and Public-Private Sector Consultation
Critical Time Path for first half of 1997

January-February

- Committee on local support staff salaries completes work and makes recommendations for Board's approval (these salary scales, plus those for professional staff) will be essential inputs in preparation of the Business Plan projections for core funding requirements.
- Operational Plan (1996-2000) to be revised in the light of the Board's discussions on business planning and the agreed salary scales for Iwokrama staff.
- Modalities for ODA funding of post of Director, Research and Programme Implementation agreed by Iwokrama Centre, ComSec and ODA. Funding for the D-G's post to be pursued jointly by Dr Swaminathan and Sir Humphrey.
- Recruitment of Director-General in accordance with the plan of action agreed by the Board of Trustees. (It will be essential to get the D-G's input for preparation of the Business Plan and meeting of the Donor Support Group.)
- ComSec to hold detailed discussions with European Commission's DG-VIII in Brussels and keep the ACP Secretariat informed about developments.
- Guyana to raise issue of Iwokrama making a bid for funding from 7th EDF Regional Programme for the Caribbean at the forthcoming meeting of CARIFORUM. Dr Persaud to raise matter with Dr Carrington at CARICOM.
- Secretary-General and Chairman of Board write to Commonwealth governments and potential donor agencies seeking their assistance with core funding and informing them about our plan to convene the first meeting of the Donor Support Group in mid-June either in Brussels (preferably) or London. The letter will indicate that documents for the meeting will be circulated by the end of April. IDRC to provide ComSec with a briefing note on the results of its discussions with CIDA before letter goes out to donors.

March-April

- IDRC confirms funding for + IDRC prepares detailed plan for*
Private Public Consultation planned for June 1997 in Guyana
as part of step forward
- Following documents to be completed and approved by the Board (through electronic means): (1) Business Plan (1998-2007), which will include 'macro-economic' justification for Iwokrama and a basic plan for developing Iwokrama's headquarters; (2) Iwokrama Annual Report for 1996; (3) detailed Work Plan and Budget for 1997; and (4) outline of plan of action for 1998-2002.

- In third week of April, Commonwealth Environment Ministers meeting in the wings of the CSD's high-level segment in New York will be briefed about Iwokrama's core funding requirements and alerted to the need for a major Commonwealth contribution towards core funding. UNDP-sponsored workshop on Iwokrama (in the context of review of progress since Rio) at CSD.

- By end-April all documents for the Donor Support Group Meeting to be circulated to governments/donor agencies with confirmation of the dates and venue of the Meeting. The package of documents to be circulated will consist of those listed above plus: Iwokrama Act 1996; Iwokrama - Meeting the Challenge; Iwokrama's Accomplishments; and Iwokrama at a Glance; and the two reports published under the project on Amerindian knowledge of Iwokrama's biodiversity.

Participants in Consultation identified and invited; background research commissioned.

May

- Follow-up with governments and donor agencies to confirm their participation in Donor Support Group Meeting and discuss nature and size of their commitments/contributions. Missions (if feasible) to key donor agencies to market Iwokrama's Business Plan will also be undertaken during this period.

- Secretary-General will call on Commissioner Pinheiro in DG-VIII.

Final arrangements for Consultation

June

- In mid-June, convene first meeting of Iwokrama's expanded Donor Support Group.

- If feasible, organise consultation with private sector on biodiversity prospecting.

Consultation

Responsibilities

- ComSec, supported by co-sponsors, to be responsible for oversight and co-ordination of all activities leading up to the first meeting of the Donor Support Group, as well as its organisation.

- Don Menz to be responsible for preparation of Business Plan.

- Iwokrama Centre to be responsible for preparation/finalisation of all the other documents needed for the meeting.

IDRC will be responsible for Consultation

Don and Henry Tschinkel will work closely with ComSec, IDRC and UNDP in preparing the documents.

The following two-page document was prepared on January 14, 1997 for Martha Stone of IDRC by John Bouza of Bouza & Associates as a preliminary plan for a proposed project to be funded by IDRC for IWOKRAMA.

Concept

A **Consultation** on Private Sector participation with Iwokrama.

Rationale

One of the key strategic objectives of Iwokrama is to develop methods of sustainable economic development of the rainforest. Along with the involvement of government, international institutions and the local people, the Board of Trustees wish to identify ways of involving the private sector in the growth and development of Iwokrama. To assure that participation by the corporate sector is consistent with the Mission of Iwokrama, the Board has adopted a Code of Ethics with which corporate partners must agree.

Within this framework, Iwokrama wishes to explore appropriate models for private sector engagement - with special attention to partnerships in forestry and biodiversity. This proposed Consultation will be an important step in the development of such partnerships.

As there are relatively few examples to date of the types of partnerships sought and as Iwokrama will be on the leading edge of developing such relationship, UNDP, Commonwealth Secretariat, IDRC and other supporters with knowledge in this area will be asked to help Iwokrama develop the Consultation and identify participants.

Working Title

EXPLORING PRIVATE SECTOR PARTICIPATION IN THE SUSTAINABLE UTILIZATION OF TROPICAL RAINFORESTS: A CONSULTATION AT IWOKRAMA

Proposed Participants

As the purpose of the Consultation is to identify models for cooperation between the public and private sectors, the participants will be drawn from a cross-section of government, international agencies, senior business leaders and Iwokrama personnel. Experts with experience in similar projects will also be invited as resources.

So as to ensure an appropriate sharing of experiences, participants will include indigenous Amerindians, Guyanese, regional contacts and international representatives.

Business leaders invited will be CEO's or their designates from major corporations with an interest in the commercial exploitation of the rainforest AND a sound reputation for taking a positive approach to environmental conservation and human development.

So as to assure positive interaction, the number of participants will be limited with a preliminary target of 25.

Sponsorship of Consultation

IDRC has offered in principle to fund the Consultation in keeping with its co-sponsor role in Iwokrama to date and in order to further the initiatives previously supported by IDRC,

namely the development of a Funding Strategy and the initial stages of seeking support from "non-traditional" donors.

Funding by IDRC would be up to a maximum of \$250,000 Canadian (approximately US\$200,000).

Location

In order to maximize the opportunity for Consultation, provide participants with the opportunity to learn about Iwokrama and to capitalize on the involvement of the people of Guyana, the Consultation will be held in Georgetown, Guyana with an option of adding site visits to the Field Station.

Dates

The Consultation is anticipated to require three to four days and is proposed for JUNE 1997 with exact dates to be determined. It will be highly preferable to hold the Consultation at the time of the Iwokrama Foundation Day Lecture so as to optimize the good will generated by this event. However, the organizers will take care to not create a conflict with the proposed Donor Support Group meeting tentatively scheduled for June in Europe.

Objectives

The Consultation is planned as a practical working gathering wherein participants will:

- * examine existing models of public-private partnerships in environmental projects
- * consider the mechanisms which may be used to forge partnerships
- * explore opportunities for cooperation between corporations and Iwokrama

Advisory Committee

The final shape and content of the Consultation will be guided by advice from the following:

Dr. B. Persuad, Iwokrama Board of Trustees
Dr. N. Trotz, Commonwealth Secretariat
Dr. N. Chanderpal, Iwokrama Board of Trustees
UNDP representative (R. Schmidt)
Director General Iwokrama
IDRC convenor

Management and Facilitation

A process has yet to be identified for managing this initiative. This may entail local logistical support, authors of background papers, international resource persons and contracted management expertise.

Full costing of this initiative will be developed at a later date.

PROPOSAL FOR ORGANISING A CONSULTATION ON BIOPROSPECTING

1. A major programme of the Iwokrama International Centre for Rainforest Conservation and Development relates to the **Conservation and Utilization of Biodiversity**. This programme envisages the setting-up of a **Wilderness Preserve** consisting of approximately 180,000 ha. of pristine rainforest in order to conserve biological resources and promote biodiversity research and prospecting. The programme calls for the development of a strategy for biodiversity prospecting that is sustainable and appropriate to local conditions, human resources and institutional capacity.
2. Bioprospecting for plants of medicinal, agricultural and industrial value has gained momentum as a result of advances in biotechnology, leading to opportunities for moving genes across sexual barriers.

Biodiversity constitutes the basic feedstock of the genetic engineering and plant and animal breeding enterprises. This is why the legally binding Convention on Biological Diversity (CBD) contains provisions relating to biotechnology and biodiversity, which calls for the equitable sharing of benefits between gene conservers and utilisers.

3. There is rapid growth in the commercial use of medicinal plants, often selected on the basis of the knowledge prevalent among indigenous communities on their use. In 1980, WHO estimated the world trade in herbal medicine at US\$500 million. In 1994, the world trade amounted to US\$12 to 14 billion. The European Union is the largest user of manufactured herbal medical products, with sales amounting to 6 billion.

Because of the critical importance of medicinal plants to human health, the Chiang Mai Declaration (1988) of a consultation organised by WHO, IUCN and WWF stresses the need to **save lives by saving plants**. The Iwokrama Project offers unique opportunities for launching a systematic bioprospecting

survey based on both indigenous knowledge and modern biochemical assays. This is why the Iwokrama programme on biodiversity accords importance to bioprospecting rooted in the principles of equity, ethics, economics and employment generation.

4. The regions rich in biodiversity are also unfortunately prone to high levels of genetic erosion. There is an urgent need to create an economic stake in conservation by recognising and rewarding the contributions of indigenous communities in the areas of genetic resources conservation and enhancement. **Iwokrama's distinctive contribution in the field of bioprospecting will be to demonstrate how the principles of equity in gender and economic terms can be integrated with those of economics in the prospecting and commercialisation of the economically valuable plants and micro-organisms occurring in its Wilderness Preserve area.**

5. **Aims and Structure of the Consultation :**

The major aim of the consultation will be to provide guidelines on the operationalisation of Intellectual Property Rights of indigenous people and a list of potential partners for bioprospecting.

The consultation will be organised on an interdisciplinary dialogue mode with participation from the following principal stakeholders :

- Representative of Amerindian Communities and of non-governmental organisations.
- Biodiversity and Biotechnology experts (including representatives of IUCN, WWF and WIPO).

- Representatives of Pharmaceutical, food and other industries actively involved in bioprospecting and the commercialisation of wild plants and soil micro-organisms.
- Members of the Iwokrama Board Programme Committee.
- Representatives of the Government of Guyana.
- Donor representatives.
- **Convenors :**
 - Dr. Angela Cropper,
U N D P.
 - Dr. Pat Roy Mooney of
RAFI, Canada.
 - Dr. Neville Trotz of
Commonwealth Secretariat
 - Director General of
Iwokrama Centre.
- **Total Number of Participants :** About 25.
- **Output :** Precise guidelines and work plan for the Iwokrama Biodiversity and Bioprospecting programme, including a draft Memorandum of Understanding to be entered into with the private sector.

Guidelines on I P R.

- **Budget :** About CAD \$100,000, including the cost of a consultant to be provided by IDRC for the preparation of a detailed report and Work plan after the Consultation.

(M. S. Swaminathan).