

**UNDP- GEF Project:**

**Enhancement of financial Sustainability of the Georgian  
Protected Areas System**

**Finance Needs Assessment (FNA) for the  
Georgian Protected Areas System**

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**INDEPENDENT**  
ECONOMIC RESEARCHERS



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Any views and opinions expressed in this report are nevertheless those of the authors and do not necessarily reflect those of contributors.

## EXECUTIVE SUMMARY

In many countries, including Georgia, current budgets for the management of protected areas (PAs) are significantly lower than amounts required to ensure their optimal and, in some cases, even basic management. Accurately determining the amount of finance needed for the management of PAs is an important step in comprehensive management planning for these areas. Being able to provide comprehensive finance needs estimates is also often an important part of any motivations or justifications for additional funding for PAs. With this in mind, this finance needs assessment (FNA) consists of in-depth assessments of current financing available as well as estimated financial needs for basic and optimal management of eight target PAs in Georgia. These assessments per PA are then used to project likely finance needs for all of the other PAs in the country.

Current budgeting by the Agency of Protected Areas of Georgia (APA) is programme-based and its functions fall under the Establishment and Management of the System of Protected Areas Programme within the state budget. Within the APA budget, there are three main sub-programmes namely, (1) Management and Regulation of Protected Areas, (2) Protection of Protected Areas and Natural Resources Management and (3) Development of Ecotourism and Community Outreach. In addition, long-term donor funding is provided by CNF for the Development of Protected Areas programme, by UNDP-GEF for improved Management Effectiveness and enhancement of Financial Sustainability (GEF periods 4, 5, 6) and by KfW Development Bank for the Support Programme for Protected Areas in the Caucasus - Georgia (Ecoregional Programme Georgia, Phase III). Total APA expenditure on the management of the system of PAs over the last five years grew to GEL 22.63 million (or US\$7.07 million) by 2019 with the largest share allocated to the Management and Regulation of Protected Areas sub-programme. In terms of revenue to cover these expenditures, between 2014 and 2019, own revenue has grown very strongly from GEL 1.32 million to GEL 11.22 million (50% of total revenue). State budget allocations have also grown but at a much slower rate from GEL 5.56 million to GEL 6.48 million (29% of total revenue). Grant revenue has decreased from GEL 4.97 million to GEL 4.21 million (19% of total revenue). Special purpose funding makes up the smallest proportion of revenues and grew from GEL 0.07 million to GEL 0.34 million.

A summary of the FNA findings for the eight target PAs are provided in Table 1 making the distinction between the following management scenarios:<sup>1</sup>

1. The Basic Management Scenario which is the minimum level of funding required to operate key conservation programmes while meeting basic programme requirements to sustain functions of ecosystems in protected areas.
2. The Optimal Management Scenario which is the ideal level of funding required to operate all programmes to reach and sustain optimal functions of ecosystems in protected areas. This would ensure achievement of short-, medium-, and long-term goals for the protected areas, in accordance with the highest environmental, social, and economic standards.

For both management scenarios, the finance gap (i.e. the additional finance needed equal to total finance needed minus total finance available) varied widely over the next six years. For PAs managed by APA, under the Basic Management Scenario, it varied from 27% of finance available for Vashlovani Protected Area to 119% for Javakheti Protected Area. For the one target PA not managed by APA, namely Tusheti Protected Landscape, the gap was substantially higher at 442% of finance available highlighting how few management needs can be met with current finances. A similar pattern can be observed for the Optimal Management Scenario albeit the majority of finance gaps are substantially larger than for the Basic Management Scenario. The overall finance need estimates are made up of a

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<sup>1</sup> See Flores et al. (2008).

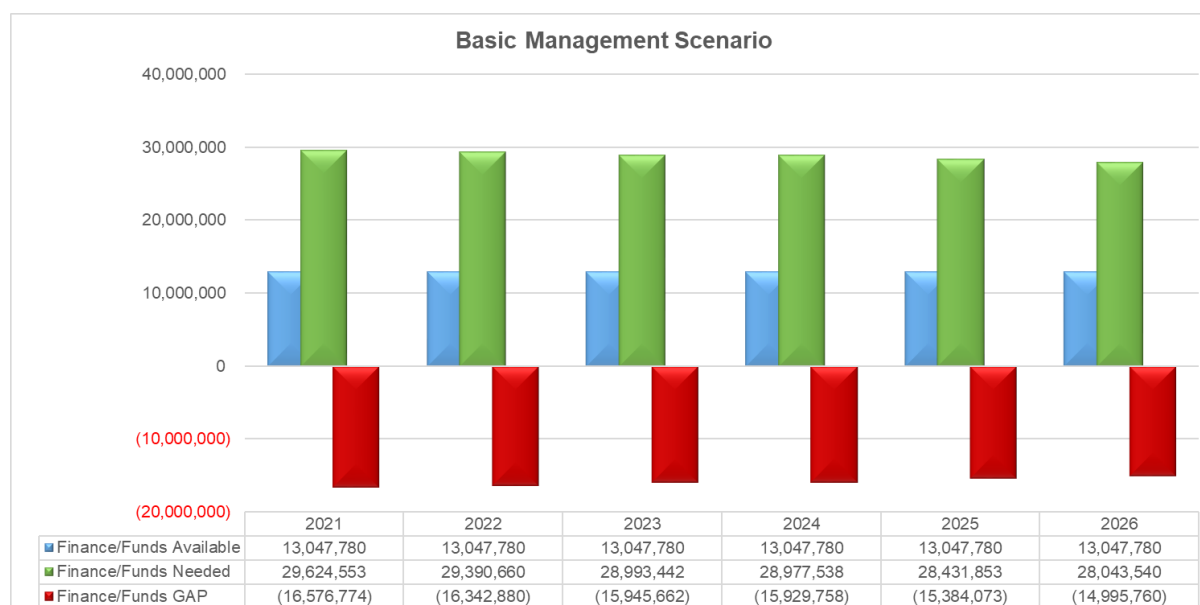
number of individual items and actions such as additional staff appointments, better research, new tourism infrastructure and many others. These items are best understood as integrated with and reinforcing each other.

Table 1: Summary of the total finance / funds available, total needed and the finance gap per management scenario for the target PAs (cumulative totals in GEL for six years from 2021 to 2026)

Protected Area	Finance Available	Basic Management Scenario			Optimal Management Scenario		
		Finance Needed	Finance Gap (as % of finance currently available)		Finance Needed	Finance Gap (as % of finance currently available)	
Borjomi-Kharagauli National Park	10,046,700	14,284,624	4,237,924	42%	17,548,113	7,501,413	75%
Vashlovani Protected Area	5,352,000	6,799,561	1,447,561	27%	9,324,527	3,972,527	74%
Tusheti Protected Area	3,918,000	6,288,693	2,370,693	61%	9,342,370	5,424,370	138%
Lagodekhi Protected Area	3,876,000	5,689,424	1,813,424	47%	7,989,962	4,113,962	106%
Mtirala National Park	2,808,000	4,787,528	1,979,528	70%	7,149,416	4,341,416	155%
Javakheti Protected Area	2,634,000	5,778,442	3,144,442	119%	8,304,467	5,670,467	215%
Machakhela National Park	2,112,000	3,723,062	1,611,062	76%	6,695,708	4,583,708	217%
Tusheti Protected Landscape	1,260,000	6,831,762	5,571,762	442%	9,802,907	8,542,907	678%

The finance needs estimated for the eight target PAs were used to project the likely finance needs for the other PAs in the system excluding any potential increases in head office costs. Finance needs for the Basic Management Scenario relative to likely available funds are summarised in Figure 1 for the whole PA system. Finance needs would start at GEL 29.62 million in 2021 and over the next six years they would cumulatively total approximately GEL 173.46 million. The finance gap starts at GEL 16.58 million in 2021 and decreases to GEL 15.00 million in 2026. It would total approximately GEL 95.17 million (US\$ 29.73 million) over six years and closing the gap would require approximately 122% more funds than are projected to be available.

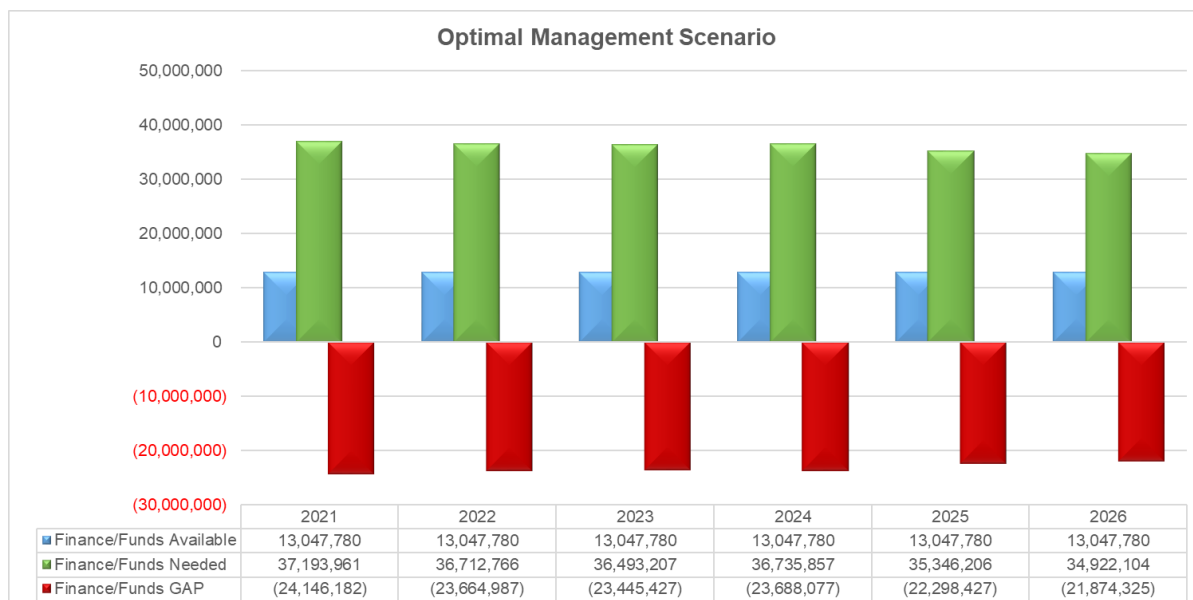
Figure 1: Basic Management Scenario finance needs relative to availability for the PA system in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 2 for the whole PA system. Finance needs would start at GEL 37.19 million 2021 and over the

next six years they would cumulatively total approximately GEL 217.4 million. The finance gap starts at GEL 24.13 million in 2021 and decreases to GEL 21.87 million in 2026. It would total approximately GEL 139.12 million (US\$ 43.48 million) over six years and closing the gap would require approximately 178% more funds than are projected to be available.

Figure 2: Optimal Management Scenario finance needs relative to availability for the PA system in GEL (2021 – 2026)



Meeting the finance needs of the PAs would play an important part in addressing threats and challenges, creating opportunities and allowing for the achievement of key management objectives including biodiversity conservation, tourism development and community involvement. This would apply to both management scenarios and more so for the Optimal Management Scenario which reflects the ideal level of funding for the PAs and would maximise their value. While adequate budget is important, it is recognised that a number of other multi-faceted and interlinked factors all play a role in achieving significant improvements in the status and management of the PA system. These include high-level political will and support, a supportive policy, legal and economic framework that addresses threats to PAs and is optimally implemented, staff capacity and motivation, good relationships with generally co-operative neighbouring communities and others.

The process and financial model developed for this Assessment provides a workable template for future estimations of finance needs that are comprehensive and meet state budgeting requirements with respect to programme-based budgeting. The results of the Assessment can now be used as part of management and financial planning. In addition, they should substantially enhance interactions with funders in government, the donor community, the private sector and NGOs, who have high standards for financial management including transparent and comprehensive assessments of finance needs.

It is recommended that the financial model is applied and updated when doing annual budget planning and especially in conjunction with the updating of PA management plans. The model and comprehensive data for the target PAs should be considered further in terms of their potential to be used to identify ways to improve cost reductions and efficiencies. Capacity building will also be necessary for the model to be accepted, understood and applied. This could take the form of relatively short (two to three day) training sessions with key people from the financial department in APA, individual PA managers/administrators and other stakeholders involved in PA management.

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## ABBREVIATIONS

<b><i>Abbreviation</i></b>	<b><i>Description</i></b>
<i>APA</i>	Agency of Protected Areas of Georgia
<i>BIOFIN</i>	The Biodiversity Finance Initiative
<i>CBD</i>	Convention on Biological Diversity
<i>CBO</i>	Community Based Organisation
<i>CNF</i>	Caucasus Nature Fund
<i>FNA</i>	Finance Needs Assessment
<i>FSSC</i>	Financial Sustainability Scorecard
<i>GEF</i>	Global Environment Facility
<i>GiZ</i>	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
<i>HA</i>	Hectares
<i>IUCN</i>	International Union for the Conservation of Nature
<i>KfW</i>	Kreditanstalt Für Wiederaufbau (German Development Bank)
<i>NGO</i>	Non-governmental Organisation
<i>NP</i>	National Park
<i>PA</i>	Protected Area
<i>PL</i>	Protected Landscape
<i>UNDP</i>	United Nations Development Programme
<i>WWF</i>	Worldwide Fund for Nature

## 1 INTRODUCTION

Financial sustainability is the ability of a protected area (PA), and the PA system at large, to meet its financial needs today and into the future, without compromising the agreed objectives for PA management. While funding is only one of several needs for creating a functional PA system, inadequate financial support often plays a central role in the loss and degradation of important natural resources, as it limits the management effectiveness of PAs. Insufficient funding often means that many PAs systems have inadequate staff, equipment, and/or other management necessities resulting in an inability to meet the goals and mandate of PAs.

Accurately determining the amount of financing needed for the management of PAs is an important step to justifying adequate funding in support of achieving conservation targets. In many countries, current PA budgets and expenditures are significantly lower than the actual financing needed to ensure optimal and, in some cases, even basic management for maintaining or improving the levels of biodiversity.

Application of the UNDP Financial Sustainability Scorecard (FSSC) in Georgia in 2017 estimated the financial needs for the PA system in Georgia at US\$11.08 million for basic management, or US\$16.62 million for optimal management, covering the costs for human resources, operations and capital investment.<sup>2</sup> However, the FSSC assessment of finance needs was insufficiently complete and inaccurate, as the estimation of actual financing was based on partly incomplete data, while the assessments of finance needs for management were based on an insufficiently elaborated and harmonized methodology, and largely lacked in-depth consultations with relevant stakeholders. As such, CNF and APA agreed that the FSSC assessment could not serve as the basis for the development of targeted sustainable finance plans and implementation of activities aiming to attract additional revenues.

With this in mind, CNF commissioned this finance needs assessment. The brief for the assessment was to include a financial analysis of recurrent and one-time (capital) investment cost – current financing available as well as estimated financial needs for basic and optimal management - for the PA system in Georgia, based on an in-depth financial analysis conducted for eight selected target PAs, based on a unified methodology and template for financial planning analysis proposed in line with national legislation and international best practice. The assessment forms part of the UNDP/GEF project “Enhancing financial sustainability of the Protected Areas system in Georgia” which is a five-year technical assistance project financed by the GEF through the United Nations Development Programme (UNDP) in Georgia, with resources allocated from the GEF Operational Program for Biodiversity.

The assessment is focused on finance needs only. It goes without saying, however, that additional funds for PA management are not necessarily sufficient for the achievement of an improved PA system. A number of factors all play a role alongside the availability of finance including high-level political will and support, a supportive policy and legal framework that addresses threats to PAs and is optimally implemented, staff capacity and motivation, good relationships with generally co-operative neighbouring communities, etc. The assessment also does not address the question of potential sources for the additional finance needed. A separate Finance Opportunity Analysis that is carried out within the framework of the same UNDP/GEF project focuses on selected finance instruments with potential in this regard. In addition, feasibility studies of income generating activities with a focus on tourism have been conducted recently for selected PAs such as Mtirala and Machakhela National Parks with additional such studies in process for Borjomi-Kharagauli National Park and Javakheti Protected Area.

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<sup>2</sup> See explanation of basic and optimal management scenarios in Section 2.1 below.



## 2 APPROACH

The project started with a scoping and inception phase which laid the foundations for the financial analysis phase with the finance needs assessment (FNA) as its outcome.

### 2.1 Scoping and inception phase

The scoping and inception phase included the following main activities:

- Clarification of the Terms of Reference
- Document review including of the UNDP Financial Sustainability Scorecard (FSSC), selected PA management plans and the national guideline for management planning.
- Gathering, review and analysis of baseline budget data for the PA system and for individual PAs. This was based primarily on data provided by APA and CNF as well as NGOs where relevant.
- Review of key international Finance Need Assessment (FNA) guidance documents such as those provided by the Conservation Finance Alliance and UNDP and relevant international case studies.
- Engagements with APA and with other stakeholders primarily through the inception workshop.

An inception workshop was held to introduce relevant stakeholders to the envisioned FNA concepts along with its processes, procedures and methodology (the agenda and list of attendees of the workshop are in Appendix 1 and 2). The workshop was also used to get initial stakeholder inputs on past experiences and challenges in order to assist with the refinement of the draft financial model that formed the basis of the FNA. The importance of linking the FNA to existing management and operational plans was emphasised along with the crucial importance of inputs from local PA managers and stakeholders.

The FNA provides estimates of finances needed for (1) a basic management scenario and (2) an optimal (or ideal) management scenario which are defined as follows:

1. “The **basic management scenario** (basic level) is the minimum level of funding required to operate key conservation programmes while meeting basic programme requirements to sustain functions of ecosystems in protected areas.
2. The **optimal management scenario** (optimal level) is the ideal level of funding required to operate all programmes to reach and sustain optimal functions of ecosystems in protected areas. Optimal describes the ideal state of the programme if all necessary funding, personnel, equipment, and other resources were available to achieve that state. This would ensure achievement of short-, medium-, and long-term goals for the protected areas, in accordance with the highest environmental, social, and economic standards.” (Flores et al. 2008).

These management scenarios thus capture management priorities making the distinction between those programmes and activities that are essential and those that are also important, but not essential for basic maintenance. The scenarios were discussed with PA managers and stakeholders in order to ensure as much agreement as possible regarding their meaning in the Georgian context.

Inception and scoping allowed for the development of a rough draft FNA model and methodology for gathering data in the financial analysis phase.

## 2.2 Financial analysis phase

During the financial analysis phase a step-wise approach was followed consisting of the following tasks or activities:



The FNA was informed by existing PA management plans augmented by inputs from PA managers. In keeping with current practice, it was based on the programme-based approach applied by APA in budgeting (see Section 3.1 for more details). Where possible, the estimation of finance needs was informed by minimum standards or requirements for each management scenario. These specify, for example, the staffing, equipment, infrastructure and other items which are generally required per management scenario for any PA. An overall financial or costing model was developed for the FNA which provided a detailed framework for the estimation of finance needs. This model can serve as basis for any future processes of a similar nature.

Detailed FNAs were produced for the following eight target PAs:

1. Borjomi-Kharagauli National Park
2. Vashlovani Protected Area
3. Tusheti Protected Area
4. Lagodekhi Protected Area
5. Mtirala National Parks
6. Javakheti Protected Area
7. Machakhela National Park
8. Tusheti Protected Landscape

These PAs represent a good variety of PAs types, habitats and landscapes and geographical spread (see Figure or Appendix 3 for a map of PAs in Georgia). Their finance needs estimates were then used as a basis to extrapolate the finance needs of all of the PAs in the country. Potential increases in head office costs such as the need for increased human resources management capacity were not considered or estimated. Such increases would be more likely if there are significant increases in the

finances allocated to a number of individual PAs. All amounts are in GEL with selected amounts also in US\$ assuming an exchange rate of GEL 3.2 / US\$.

The remainder of the report is structured as follows:

- Section 3 outlines the overall PA financing context.
- Section 4 contains the results of the FNAs for each of the eight PAs.
- Section 5 builds on the results per PA to project the finance needs for the whole system of PAs.
- Section 6 concludes.

### **3 THE PROTECTED AREAS FINANCING CONTEXT**

The overall PA finance context in Georgian is an important informant of PA financial needs assessment. With this in mind, this section gives a brief summary of the context outlining the APA budgeting process, budget or expenditure amounts and an overview of revenues.

#### **3.1 The budgeting process**

Article 10 of Decree #110 of 2014 deals with management plan programmes and is used by APA in the programme-based budgeting process. In the ministry and state budget, APA's work falls under the *Establishment and Management of the System of Protected Areas Programme*. They then have the following three main programmes/sub-programmes and nine sub-programmes/activities:

1. Management and Regulation of Protected Areas
  - a) Development of the administration of the protected area.
2. Protection of Protected Areas and Natural Resources Management
  - a) Management of risks posed by fire, pests and diseases, and other natural phenomena;
  - b) Conservation of the protected area's biodiversity, including restoration where necessary;
  - c) Guarding against illegal access to the protected area, illegal use of the protected area's natural resources and other illegal activities;
  - d) Monitoring of the protected area's key values, including the condition of biodiversity and tendencies;
  - e) The sustainable use of the natural resources of protected areas.
3. Development of Ecotourism and Community Outreach
  - a) Environmental education;
  - b) Community outreach;
  - c) Eco-tourism.

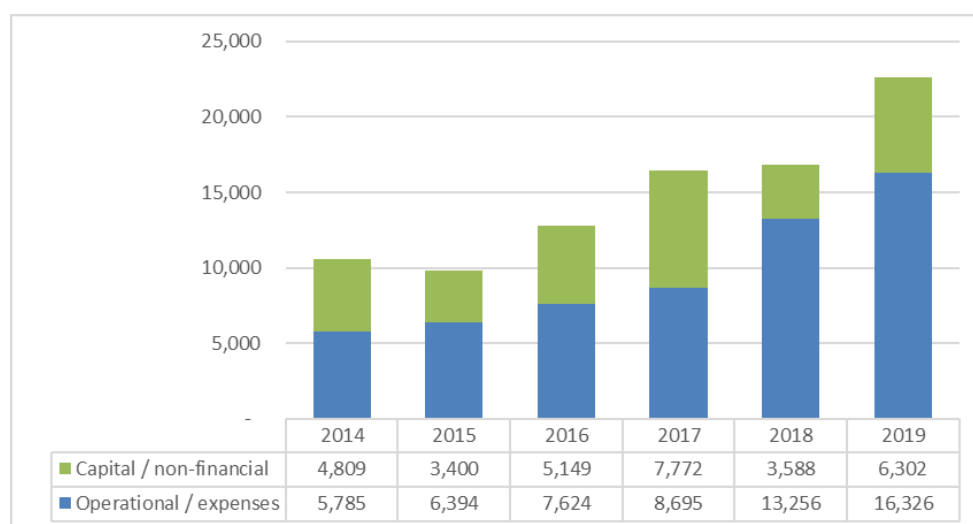
In addition, the following programmes/sub-programmes are financed through long-term donor funding:

- Development of Protected Areas - CNF
- Support Programme for Protected Areas in the Caucasus - Georgia (Ecoregional Programme Georgia) - KfW

### 3.2 Expenditure

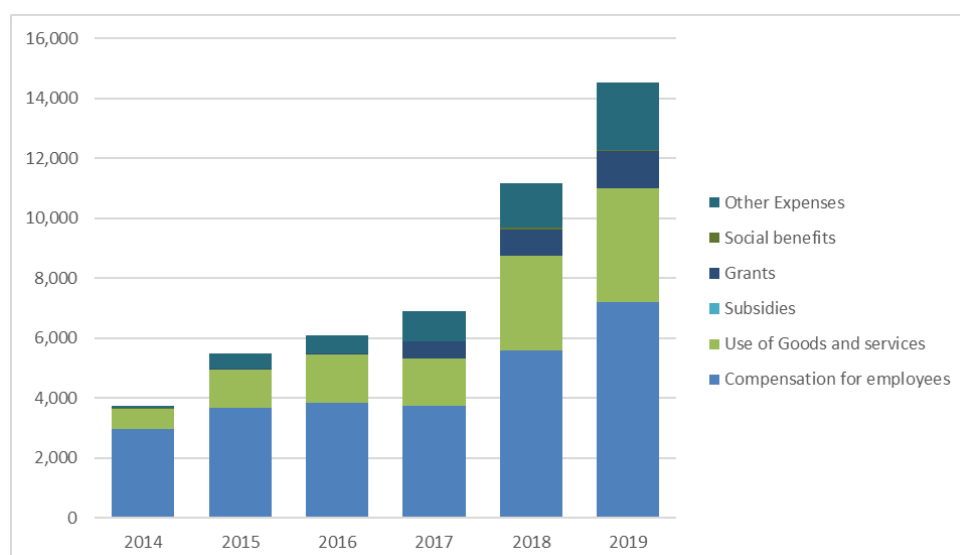
Total APA expenditure on the management of the system of PAs grew to GEL 22.63 million (or US\$ 7.07 million) by 2019 which is more than double expenditure in 2014 (see Figure 3-1). Approximately 72% of this expenditure was operational expenditure with the remainder allocated to capital expenditure. Its includes all APA expenditure both at its headquarters in Tbilisi and for the individual PAs that it manages.

Figure 3-1: Total annual APA expenditure divided into operational expenses and non-financial assets (capital) expenditure in GEL '000



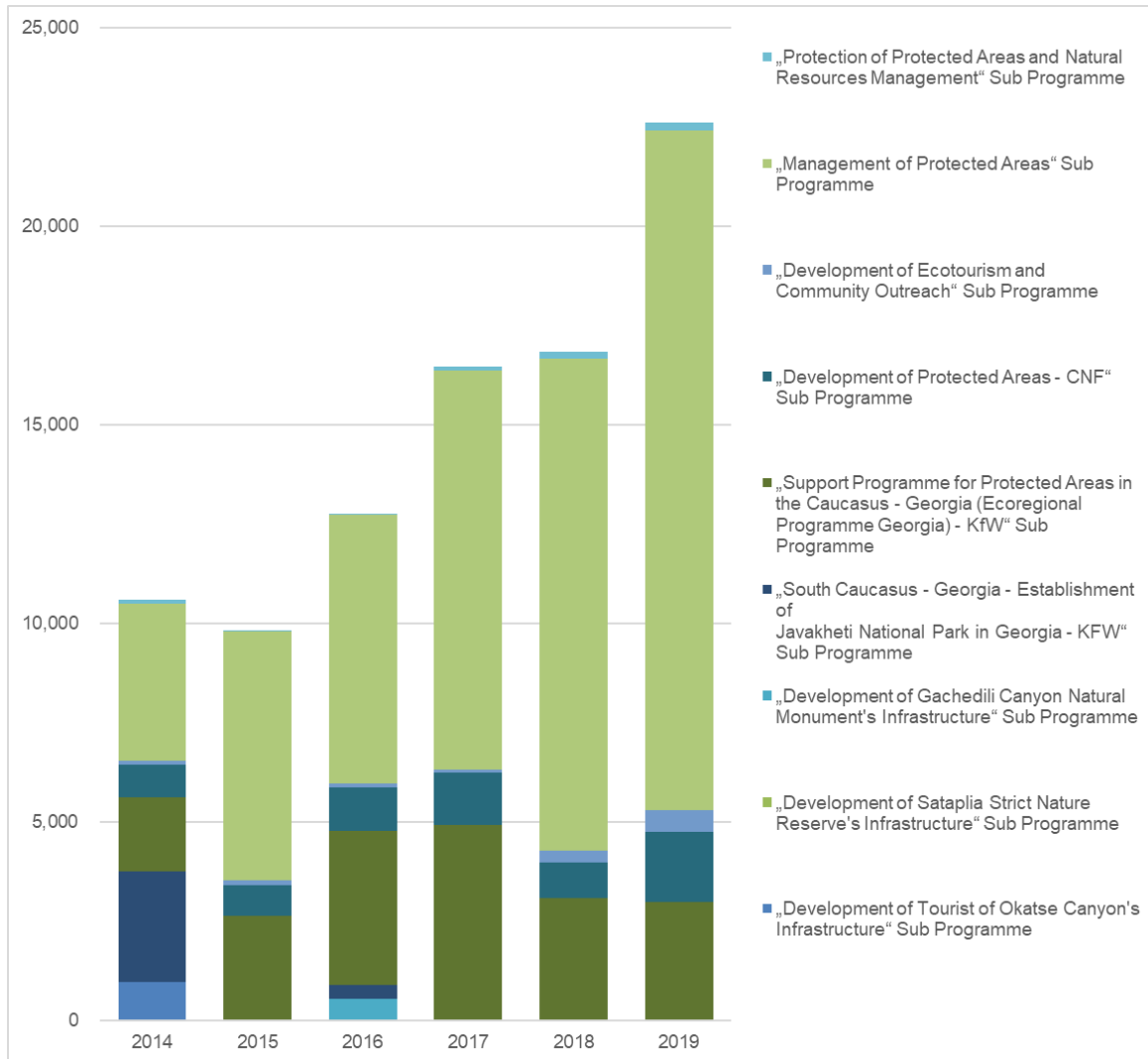
The composition of operational expenses in Figure 3-2 shows that salaries paid to 573 employees are APA's main operational expense followed by goods and services.

Figure 3-2: Composition of APA operational expenditure in GEL '000



The Management of Protected Areas programme was the most prominent programme and accounted for approximately 76% of total expenditure in 2019 followed by the KfW Support Programme for Protected Areas in the Caucasus and the CNF Development of Protected Areas programme (Figure 3-3).

Figure 3-3: Total APA expenditure per programme



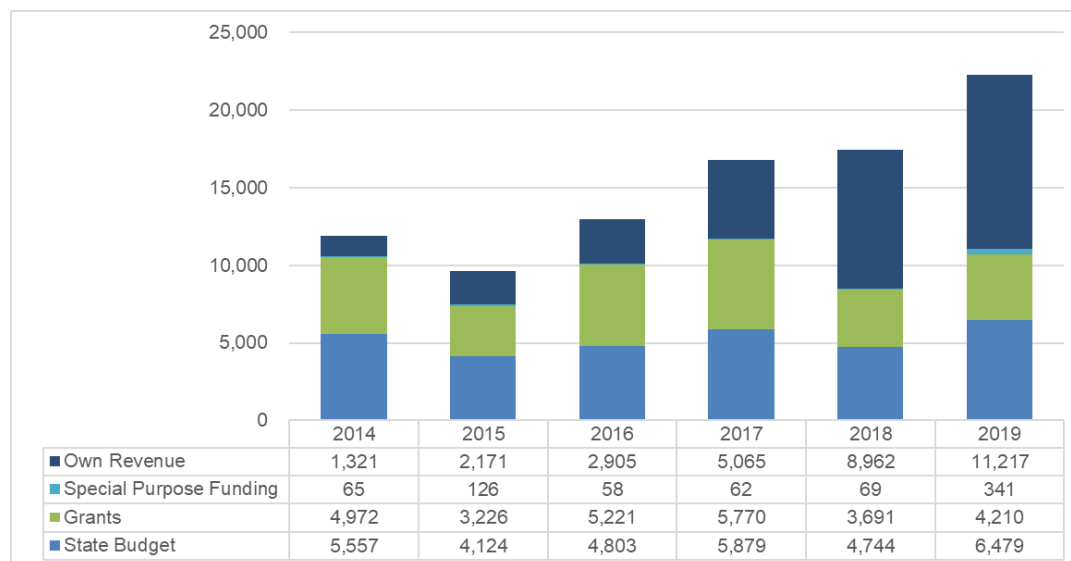
### 3.3 Revenues

APA currently generates revenue from the following sources:

- Own revenues
- State budget
- Grants mostly from donors such as CNF and KfW
- Special purpose funding

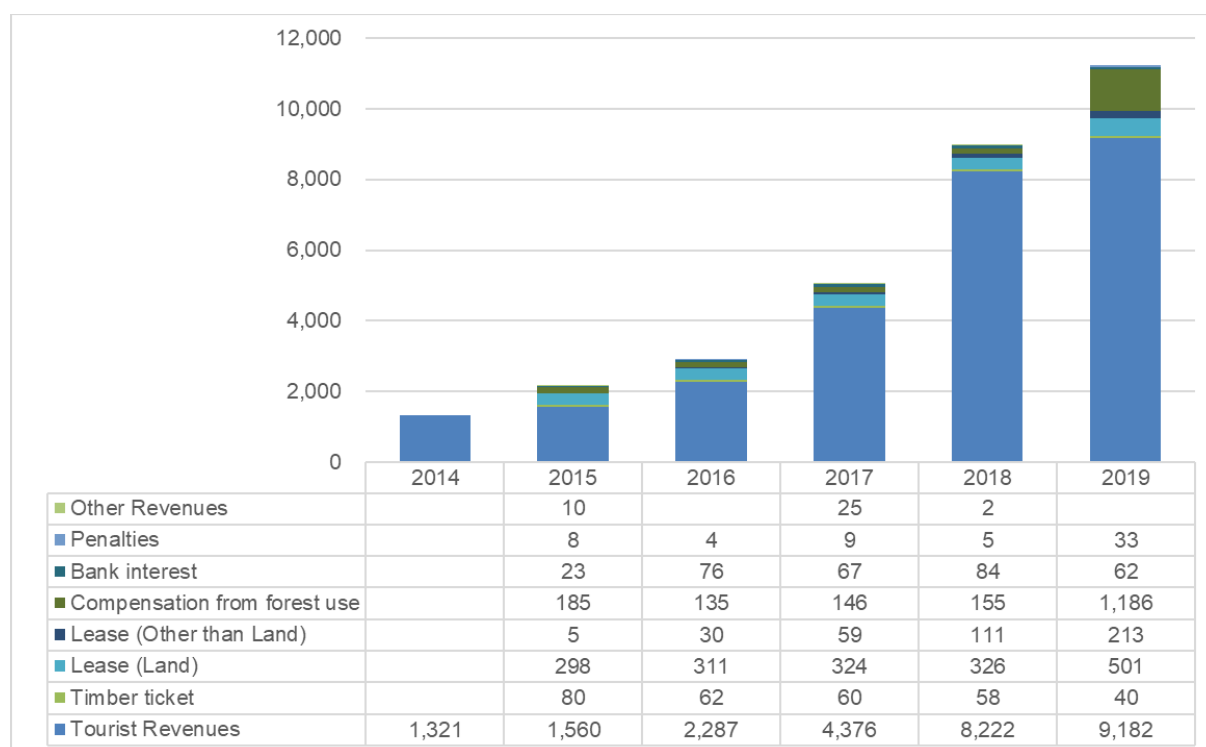
Figure 3-4 shows revenue amounts over the last five years. Between 2014 and 2019, own revenue has grown very strongly from GEL 1.32 million to GEL 11.22 million (50% of total revenue). State budget allocations have also grown but at a much slower rate from GEL 5.56 million to GEL 6.48 million (29% of total revenue). Grant revenue has decreased from GEL 4.97 million to GEL 4.21 million (19% of total revenue). Special purpose funding makes up the smallest proportion of revenues and grew from GEL 65,000 to GEL 340,000.

Figure 3-4: APA annual revenues per category in GEL '000



Own revenues are dominated by tourism revenues which reached GEL 9.18 million in 2019 followed by compensation from forest use (GEL 1.19 million), land leases (GEL 0.50 million), other leases, sale of timber tickets, bank interest, penalties and other revenues (see Figure 3-5).

Figure 3-5: APA own revenues per category in GEL '000



#### 4 FINANCE NEEDS PER PROTECTED AREA

The sections below outline the key results of the FNAs conducted for the eight target PAs based on the Excel-based financial model constructed for this purpose. Appendix 3 provides more detail per PAs on the composition of finance needs per scenario including splitting them into programmes, sub-

programmes and making the distinction between needs for operational and capital expenses. The following shortened titles were used in the results:

- Administration Programme refers to the Management and Regulation of Protected Areas Programme/Sub-programme;
- Protection and Management Programme refers to the Protection of Protected Areas and Natural Resources Management Programme/Sub-programme;
- Compatible Use Programme refers to the Development of Ecotourism and Community Outreach Programme/Sub-programme.

Substantially more detailed results and the maximum level of disaggregation can also be found in the Excel model itself (most of the FNAs for the target PAs consists of more than 100 individual cost items). All amounts are in 2020 GEL terms and amounts in future years exclude inflation. Funds or revenues likely to be available in the future (i.e. the finance or funding baseline) were estimated based on projections of currently available funds projected into the future and the simplifying assumption was made that, while they would keep up with inflation, they would not increase in real terms.

Meeting the overall finance needs of the PAs would play an important part in addressing threats and challenges, creating opportunities and allowing for the achievement of key management objectives including biodiversity conservation, tourism development and community involvement. This would apply to both management scenarios and more so for the Optimal Management Scenario which reflects the ideal level of funding for the PAs and would maximise their value to conservation and society. The overall finance need estimates are made up of a number of individual items and actions such as additional staff appointments, better research, new tourism infrastructure and many others. These are best understood as integrated with and reinforcing each other.

#### 4.1 Borjomi-Kharagauli National Park

Borjomi-Kharagauli National Park covers an area of 104,933 ha and is located in the central part of the country with portions in Imereti, Samtskhe-Javakheti and Shida Kartli regions. It consists primarily of native forest and sub-alpine and alpine meadow habitat. Management is carried out by 81 permanent and 7 temporary staff and tourist visitor numbers reached approximately 62,000 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-1 and Table 4-2. Total expenditure for the current year has been budgeted at GEL 2,11 million and revenues to fund these expenditures are expected to come from state budget allocations (GEL 920,146), agency own revenues (GEL 212,176) administration own revenue (GEL 445,000) and grants (GEL 536,292 from CNF).

Table 4-1: Historical and current expenditures for Borjomi-Kharagauli in GEL (2018 – 2020)

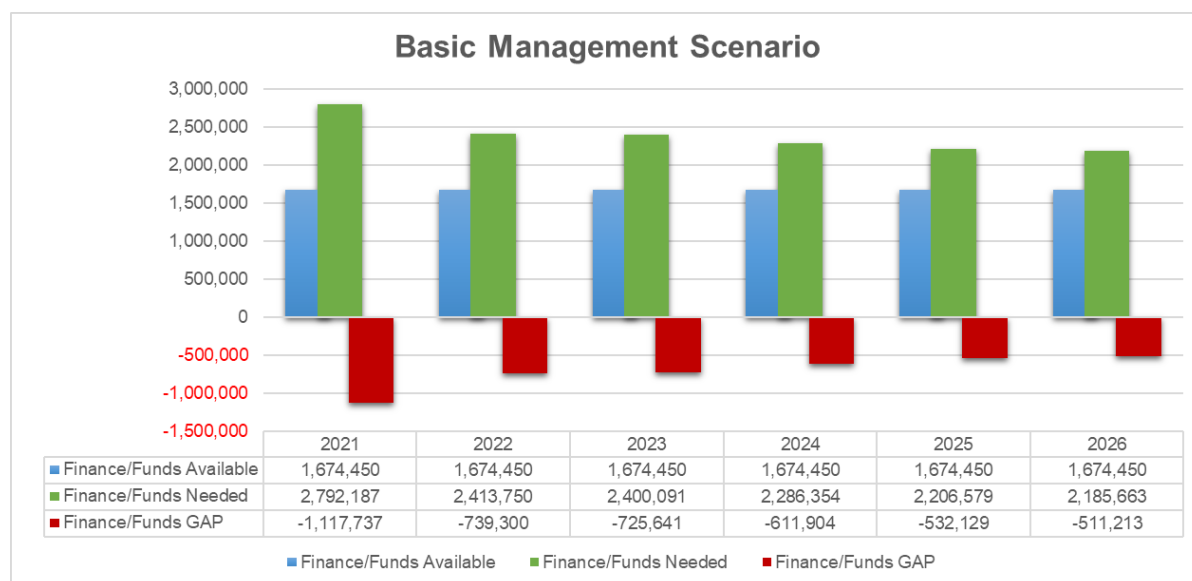
Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>1,417,584</b>	<b>1,666,626</b>	<b>2,113,614</b>
Expenses	1,133,837	1,374,522	1,542,690
Increase in nonfinancial assets	283,747	292,104	570,924
<b>1. Administration Program</b>	<b>1,079,195</b>	<b>1,410,647</b>	<b>1,515,178</b>
Expenses	1,074,010	1,359,120	1,515,178
Increase in nonfinancial assets	5,185	51,527	0
<b>2. Protection and Management Program</b>	<b>278,562</b>	<b>94,160</b>	<b>81,968</b>
Expenses	0	1,833	27,452
Increase in nonfinancial assets	278,562	92,327	54,516
<b>3. Compatible Use Program</b>	<b>59,827</b>	<b>161,819</b>	<b>516,468</b>
Expenses	59,827	13,569	60
Increase in nonfinancial assets	0	148,250	516,408

Table 4-2: Historical and current revenues or funding source for Borjomi-Kharagauli in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	605,049	523,825	920,146
Own Revenues of the Agency	266,228	340,302	212,176
Own Revenues of the Administration	218,298	376,797	445,000
Grants KNF	0	29,000	0
		29,000	
<b>Total National Resources</b>	<b>1,089,575</b>	<b>1,269,924</b>	<b>1,577,322</b>
<b>International Sources</b>			
Grants CNF	328,009	396,702	536,292
	268,241	353,935	536,292
TJS	59,768	42,767	
<b>Total International Resources</b>	<b>328,009</b>	<b>396,702</b>	<b>536,292</b>
<b>Total Revenue Sources</b>	<b>1,417,584</b>	<b>1,666,626</b>	<b>2,113,614</b>

Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-1. Finance needs would start at GEL 2.79 million in 2021 and over the next six years they would cumulatively total approximately GEL 14.28 million. The finance gap starts at GEL 1.12 million in 2021 and decreases to GEL 0.51 million in 2026. It would total approximately GEL 4.24 million over six years and closing the gap would require approximately 42% more funds than are projected to be available.

Figure 4-1: Basic Management Scenario finance needs relative to availability for Borjomi-Kharagauli NP in GEL (2021 – 2026)

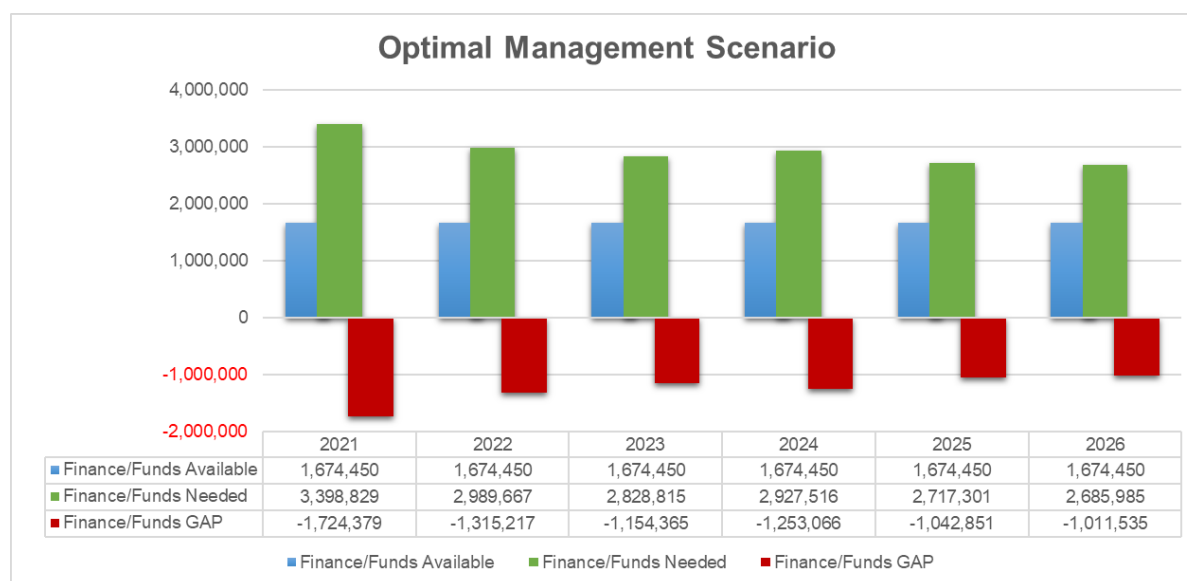


Finance needs for the Optimal Management Scenario relative to likely available funds are shown in



Figure 4-2. Finance needs would start at GEL 3.40 million in 2021 and over the next six years they would cumulatively total approximately GEL 17.55 million. The finance gap starts at GEL 1.72 million in 2021 and decreases to GEL 1.01 million in 2026. It would total approximately GEL 7.50 million over six years and closing the gap would require approximately 75% more funds than are projected to be available.

Figure 4-2: Optimal Management Scenario finance need relative to availability for Borjomi-Kharagauli NP in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in a ranger station, WC facilities, tourist shelter, picnic and camping sites and bridges for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts to inform improved biodiversity management for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 88 to 95 for Basic Management and 98 for Optimal Management with implications for salary, equipment and overhead costs. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

## 4.2 Vashlovani Protected Area

Vashlovani Protected Area covers an area of 35,292 ha and is located in the extreme south-eastern part of the country in the Kakheti region. It has a more arid landscape including areas of desert, semi-desert, steppe, arid meadow forests and deciduous forest. Management is carried out by 36 permanent and 8 temporary staff and tourist visitor numbers reached approximately 12,400 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-3 and Table 4-4. Total expenditure for the current year has been budgeted at GEL 1,035,525 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 304,600), agency own revenues (GEL 233,396), administration own revenue (GEL 80,000) and grants (GEL 417,529 from CNF).

Table 4-3: Historical and current expenditures for Vashlovani in GEL (2018 – 2020)

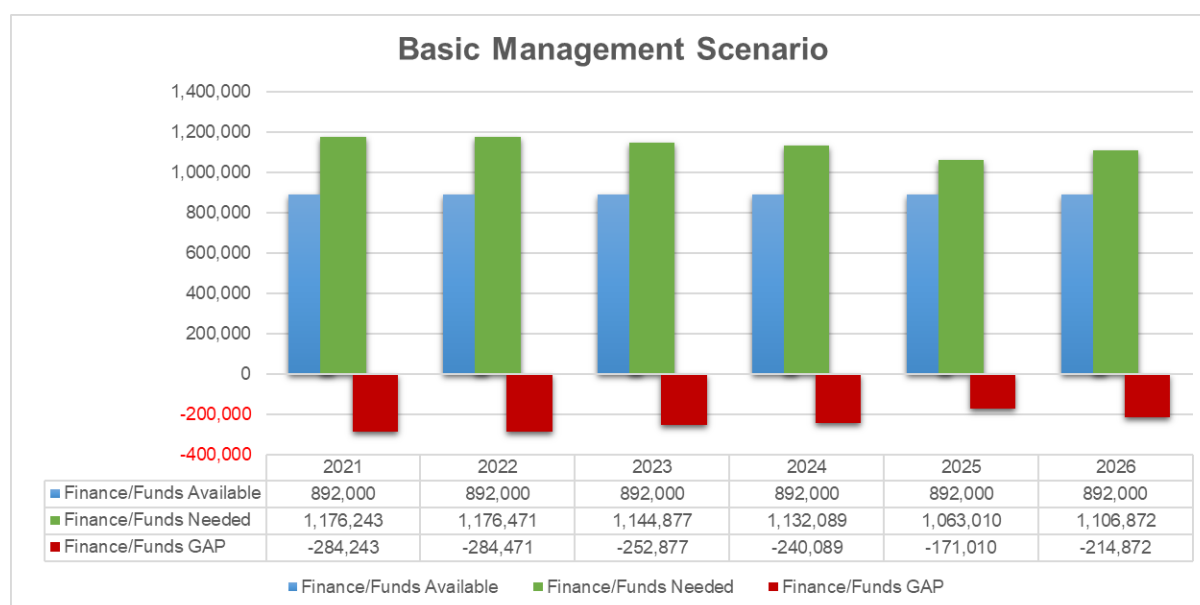
Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>540,059</b>	<b>1,146,055</b>	<b>1,035,525</b>
Expenses	519,487	685,683	823,125
Increase in nonfinancial assets	20,572	460,372	212,400
<b>1. Administration Program</b>	<b>519,487</b>	<b>693,294</b>	<b>827,095</b>
Expenses	519,487	685,683	779,895
Increase in nonfinancial assets	0	7,611	47,200
<b>2. Protection and Management Program</b>	<b>19,160</b>	<b>52,879</b>	<b>90,430</b>
Expenses	0	0	43,230
Increase in nonfinancial assets	19,160	52,879	47,200
<b>3. Compatible Use Program</b>	<b>1,412</b>	<b>399,882</b>	<b>118,000</b>
Expenses	0	0	0
Increase in nonfinancial assets	1,412	399,882	118,000

Table 4-4: Historical and current revenues or funding source for Vashlovani in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	218,962	283,591	304,600
Own Revenues of the Agency	143,923	497,263	233,396
Own Revenues of the Administration	57,239	77,168	80,000
<b>Total National Resources</b>	<b>420,124</b>	<b>858,022</b>	<b>617,996</b>
<b>International Sources</b>			
Grants	119,935	288,033	417,529
CNF	119,935	288,033	417,529
<b>Total International Resources</b>	<b>119,935</b>	<b>288,033</b>	<b>417,529</b>
<b>Total Revenue Sources</b>	<b>540,059</b>	<b>1,146,055</b>	<b>1,035,525</b>

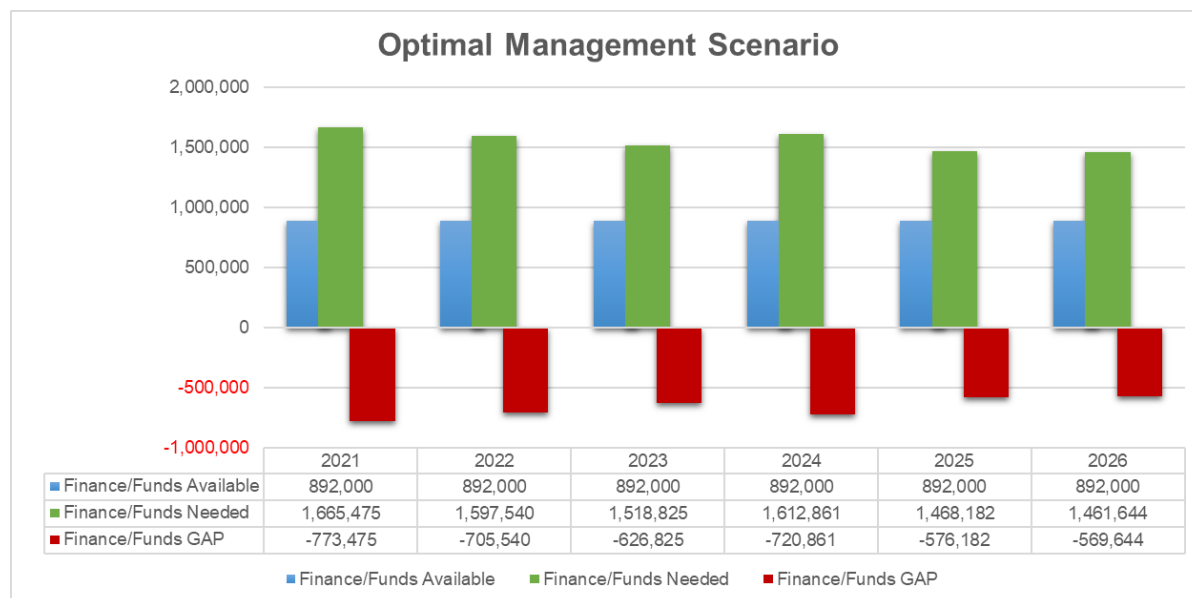
Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-3. Finance needs would start at GEL 1.18 million in 2021 and over the next six years they would cumulatively total approximately GEL 6.80 million. The finance gap starts at GEL 0.28 million in 2021 and decrease to GEL 0.21 million in 2026. It would total approximately GEL 1.45 million over six years and closing the gap would require approximately 27% more funds than are projected to be available.

Figure 4-3: Basic Management Scenario finance needs relative to availability for Vashlovani PA in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-4. Finance needs would start at GEL 1.67 million in 2021 and over the next six years they would cumulatively total approximately GEL 9.32 million. The finance gap starts at GEL 0.77 million in 2021 and decrease to GEL 0.57 million in 2026. It would total approximately GEL 3.97 million over six years and closing the gap would require approximately 74% more funds than are projected to be available.

Figure 4-4: Optimal Management Scenario finance need relative to availability for Vashlovani PA in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in ranger stations for the Basic Management Scenario and for more ranger stations, a borehole, picnic sites, camping sites and WC for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 44 to 46 for Optimal Management with implications for salary, equipment and overhead costs. For Basic Management staff numbers would stay the same as they are currently. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEV VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

### 4.3 Tusheti Protected Area

Tusheti Protected Area covers an area of 82,182 ha and is located in the northern part of the country. It consists primarily of forest and meadow habitat. Management is carried out by 34 permanent and 3 temporary staff and tourism visitor numbers reached approximately 16,400 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-5 and Table 4-6. Total expenditure for the current year has been budgeted at GEL 833,461 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 263,320), agency own revenues (GEL 224,923), administration own revenue (GEL 19,000) and grants (GEL 326,218 from CNF).

Table 4-5: Historical and current expenditures for Tusheti PA in GEL (2018 – 2020)

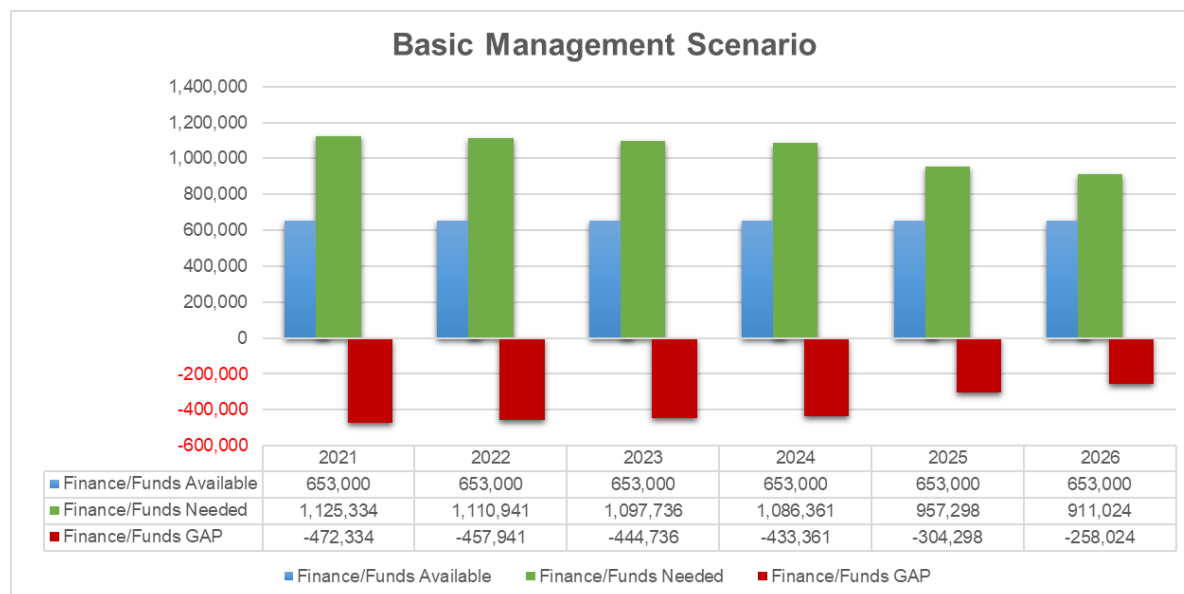
Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>466,113</b>	<b>621,577</b>	<b>833,461</b>
Expenses	453,995	529,206	647,861
Increase in nonfinancial assets	12,118	92,371	185,600
<b>1. Administration Program</b>	<b>441,599</b>	<b>531,248</b>	<b>701,501</b>
Expenses	439,599	529,206	616,801
Increase in nonfinancial assets	2,000	2,042	84,700
<b>2. Protection and Management Program</b>	<b>5,763</b>	<b>23,319</b>	<b>100,900</b>
Expenses	0	0	16,000
Increase in nonfinancial assets	5,763	23,319	84,900
<b>3. Compatible Use Program</b>	<b>18,751</b>	<b>67,010</b>	<b>31,060</b>
Expenses	14,396	0	15,060
Increase in nonfinancial assets	4,355	67,010	16,000

Table 4-6: Historical and current revenues or funding source for Tusheti PA in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	185,245	187,001	263,320
Own Revenues of the Agency	173,308	257,855	224,923
Own Revenues of the Administration	15,738	18,508	19,000
<b>Total National Resources</b>	<b>374,291</b>	<b>463,364</b>	<b>507,243</b>
<b>International Sources</b>			
Grants	91,822	158,213	326,218
CNF	91,822	158,213	326,218
<b>Total International Resources</b>	<b>91,822</b>	<b>158,213</b>	<b>326,218</b>
<b>Total Revenue Sources</b>	<b>466,113</b>	<b>621,577</b>	<b>833,461</b>

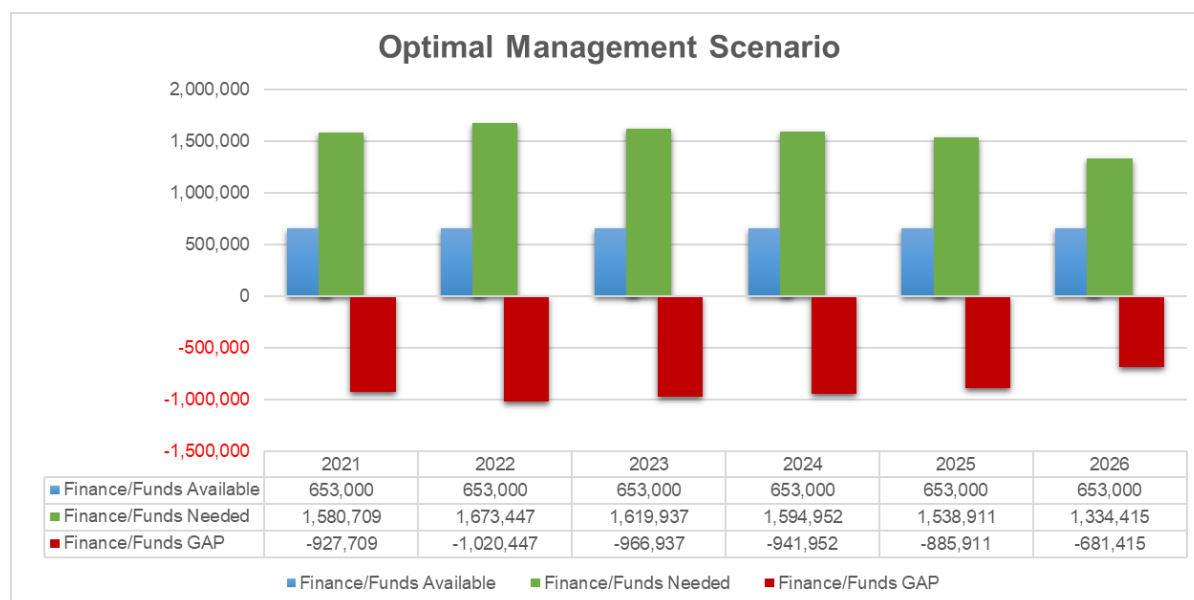
Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-5. Finance needs would start at GEL 1.13 million in 2021 and over the next six years they would cumulatively total approximately GEL 6.29 million. The finance gap starts at GEL 0.47 million in 2021 and decreases to GEL 0.26 million in 2026. It would total approximately GEL 2.37 million over six years and closing the gap would require approximately 61% more funds than are projected to be available.

Figure 4-5: Basic Management Scenario finance needs relative to availability for Tusheti PA in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-6. Finance needs would start at GEL 1.58 million in 2021 and over the next six years they would cumulatively total approximately GEL 9.34 million. The finance gap starts at GEL 0.93 million in 2021 and decreases to GEL 0.68 million in 2026. It would total approximately GEL 5.42 million over six years and closing the gap would require approximately 138% more funds than are projected to be available.

Figure 4-6: Optimal Management Scenario finance need relative to availability for Tusheti PA in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in rangers stations and shelters, picnic and camping sites, panoramic viewpoints and horse keeping facilities for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario also with the addition of tourist shelters and WC

facilities (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).

- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 37 to 38 for Basic Management and 42 for Optimal Management with implications for salary, equipment and overhead costs. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEV VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

#### **4.4 Lagodekhi Protected Area**

Lagodekhi Protected Area covers an area of 24,451 ha and is located in the north-eastern part of the country. It consists primarily of native forest, shrubs and meadow habitat. Management is carried out by 26 permanent and 1 temporary staff and tourist visitor numbers reached approximately 56,800 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-7 and

Table 4-8. Total expenditure for the current year has been budgeted at GEL 828,932 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 219,052), agency own revenues (GEL 74,968), administration own revenue (GEL 132,007) and grants (GEL 402,905 from CNF).

Table 4-7: Historical and current expenditures for Lagodekhi in GEL (2018 – 2020)

Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>419,881</b>	<b>395,657</b>	<b>828,932</b>
Expenses	398,559	383,703	670,932
Increase in nonfinancial assets	21,322	11,954	158,000
<b>1. Administration Program</b>	<b>398,559</b>	<b>383,703</b>	<b>754,872</b>
Expenses	398,559	383,703	634,872
Increase in nonfinancial assets	0	0	120,000
<b>2. Protection and Management Program</b>	<b>21,322</b>	<b>11,954</b>	<b>54,000</b>
Expenses	0	0	16,000
Increase in nonfinancial assets	21,322	11,954	38,000
<b>3. Compatible Use Program</b>	<b>0</b>	<b>0</b>	<b>20,060</b>
Expenses	0	0	20,060
Increase in nonfinancial assets	0	0	0

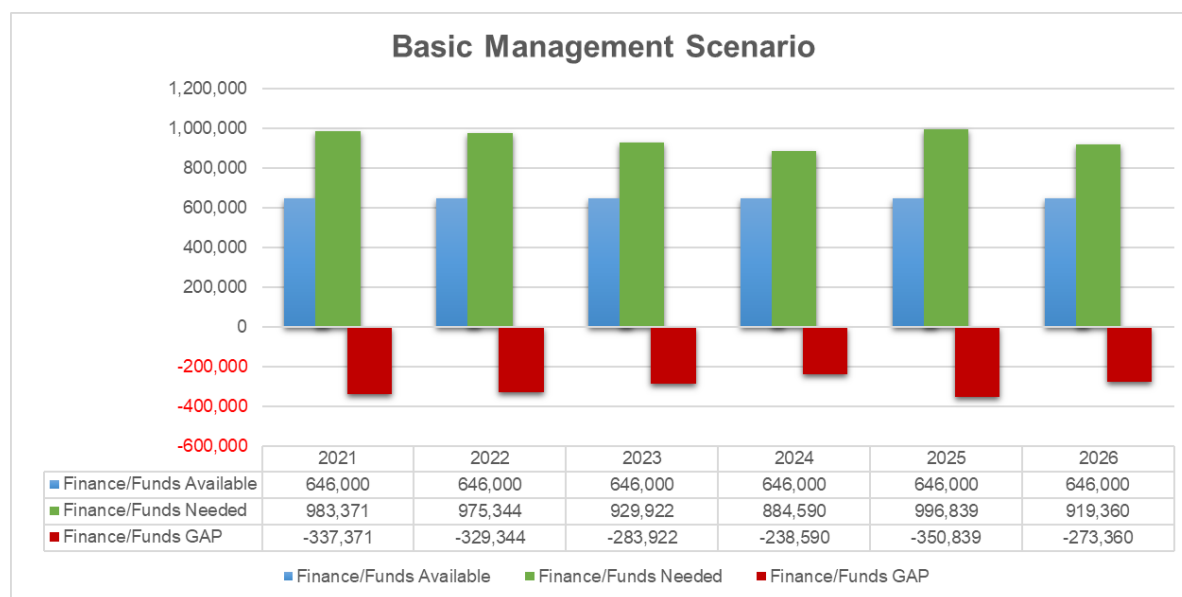


Table 4-8: Historical and current revenues or funding source for Lagodekhi in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	171,924	150,486	219,052
Own Revenues of the Agency	13,688	0	74,968
Own Revenues of the Administration	137,690	103,858	132,007
<b>Total National Resources</b>	<b>323,302</b>	<b>254,344</b>	<b>426,027</b>
<b>International Sources</b>			
Grants	96,579	141,313	402,905
CNF	96,579	141,313	402,905
<b>Total International Resources</b>	<b>96,579</b>	<b>141,313</b>	<b>402,905</b>
<b>Total Revenue Sources</b>	<b>419,881</b>	<b>395,657</b>	<b>828,932</b>

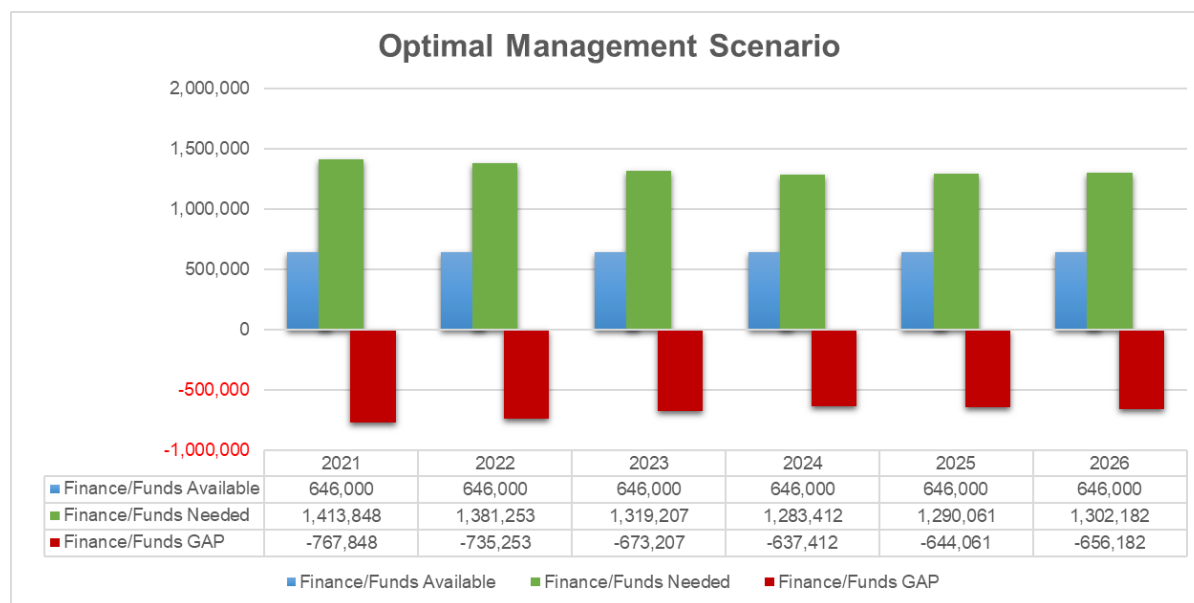
Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-7. Finance needs would start at GEL 0.98 million in 2021 and over the next six years they would cumulatively total approximately GEL 5.69 million. The finance gap starts at GEL 0.34 million in 2021 and decreases to GEL 0.27 million in 2026. It would total approximately GEL 1.81 million over six years and closing the gap would require approximately 47% more funds than are projected to be available.

Figure 4-7: Basic Management Scenario finance needs relative to availability for Lagodekhi PA in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-8. Finance needs would start at GEL 1.41 million in 2021 and over the next six years they would cumulatively total approximately GEL 8 million. The finance gap starts at GEL 0.77 million in 2021 and decreases to GEL 0.66 million in 2026. It would total approximately GEL 4.11 million over six years and closing the gap would require approximately 106% more funds than are projected to be available.

Figure 4-8: Optimal Management Scenario finance need relative to availability for Lagodekhi PA in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in an exhibition hall, warehouses and horse keeping facilities for both Scenarios and additional WC facilities for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 27 to 32 for Basic Management and 34 for Optimal Management with implications for salary, equipment and overhead costs. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

#### 4.5 Mtirala National Park

Mtirala National Park covers an area of 15,700 ha and is located in the south-western part of the country in the Adjara region. It consists primarily of native forest including the Colchian forest and areas with epiphytic ferns hanging from moss-bearing trees. Management is carried out by 18 permanent and 2 temporary staff and tourist visitor numbers reached approximately 73,800 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-9 and Table 4-10. Total expenditure for the current year has been budgeted at GEL 690,467 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 181,652), agency own revenues (GEL 156,886), administration own revenue (GEL 40,000) and grants (GEL 311,929 from CNF).

Table 4-9: Historical and current expenditures for Mtirala in GEL (2018 – 2020)

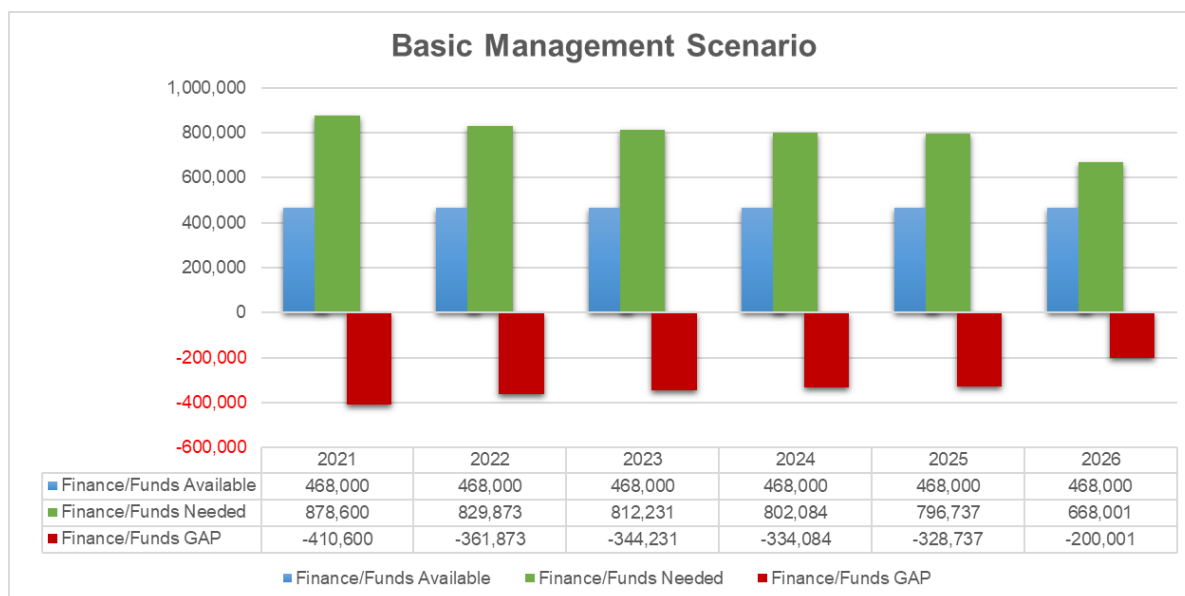
Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>371,716</b>	<b>538,108</b>	<b>690,467</b>
Expenses	309,119	378,967	542,467
Increase in nonfinancial assets	62,597	159,141	148,000
<b>1. Administration Program</b>	<b>315,036</b>	<b>378,967</b>	<b>498,254</b>
Expenses	309,119	378,967	485,754
Increase in nonfinancial assets	5,917	0	12,500
<b>2. Protection and Management Program</b>	<b>56,680</b>	<b>74,122</b>	<b>124,653</b>
Expenses	0	0	14,653
Increase in nonfinancial assets	56,680	74,122	110,000
<b>3. Compatible Use Program</b>	<b>0</b>	<b>85,019</b>	<b>67,560</b>
Expenses	0	0	42,060
Increase in nonfinancial assets	0	85,019	25,500

Table 4-10: Historical and current revenues or funding source for Mtirala in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	126,814	147,328	181,652
Own Revenues of the Agency	95,046	155,118	156,886
Own Revenues of the Administration	39,886	42,622	40,000
<b>Total National Resources</b>	<b>261,746</b>	<b>345,068</b>	<b>378,538</b>
<b>International Sources</b>			
Grants	109,970	193,040	311,929
CNF	109,970	193,040	311,929
<b>Total International Resources</b>	<b>109,970</b>	<b>193,040</b>	<b>311,929</b>
<b>Total Revenue Sources</b>	<b>371,716</b>	<b>538,108</b>	<b>690,467</b>

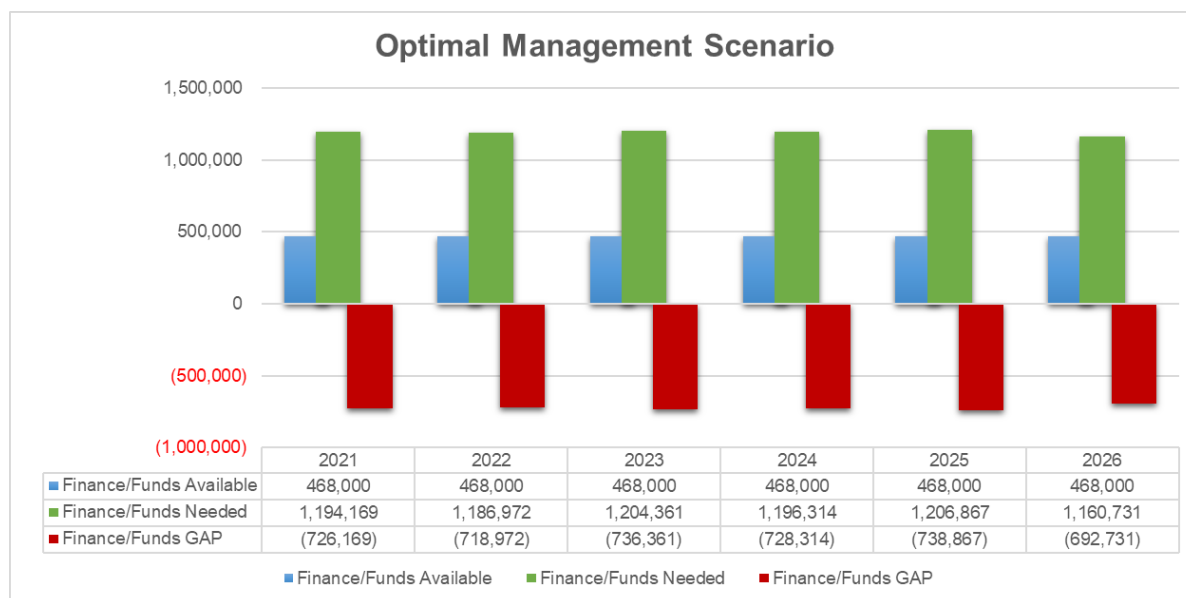
Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-9. Finance needs would start at GEL 0.88 million in 2021 and over the next six years they would cumulatively total approximately GEL 4.79 million. The finance gap starts at GEL 0.41 million in 2021 and decreases to GEL 0.2 million in 2026. It would total approximately GEL 1.98 million over six years and closing the gap would require approximately 70% more funds than are projected to be available.

Figure 4-9: Basic Management Scenario finance needs relative to availability for Mtirala NP in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-10. Finance needs would start at GEL 1.19 million in 2021 and over the next six years they would cumulatively total approximately GEL 7.15 million. The finance gap starts at GEL 0.73 million in 2021 and decreases to GEL 0.69 million in 2026. It would total approximately GEL 4.34 million over six years and closing the gap would require approximately 155% more funds than are projected to be available.

Figure 4-10: Optimal Management Scenario finance need relative to availability for Mtirala NP in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in ranger shelters, picnic sites, tourist shelters and WC facilities for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 20 to 23 for Basic Management and 24 for Optimal Management with implications for salary, equipment and overhead costs.
- Increasing vehicle numbers by 4 in the Basic Management Scenario and by 5 in the Optimal Management Scenario. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

#### 4.6 Javakheti Protected Area

Javakheti Protected Area covers an area of 23,850 ha and is located in the southern part of the country in the Samtskhe-Javakheti region. It consists primarily of grasslands and wetland ecosystems.

Management is carried out by 14 permanent and 2 temporary staff and tourist visitor numbers reached approximately 6,150 in 2018.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-11 and Table 4-12. Total expenditure for the current year has been budgeted at GEL 482,106 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 154,312), administration own revenues (GEL 126,132) and grants (GEL 201,662 from CNF).

Table 4-11: Historical and current expenditures for Javakheti in GEL (2018 – 2020)

Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>223,369</b>	<b>394,899</b>	<b>482,106</b>
Expenses	223,369	283,225	341,106
Increase in nonfinancial assets	0	111,674	141,000
<b>1. Administration Program</b>	<b>223,369</b>	<b>283,225</b>	<b>332,846</b>
Expenses	223,369	283,225	332,846
Increase in nonfinancial assets	0	0	0
<b>2. Protection and Management Program</b>	<b>0</b>	<b>48,115</b>	<b>105,000</b>
Expenses	0	0	0
Increase in nonfinancial assets	0	48,115	105,000
<b>3. Compatible Use Program</b>	<b>0</b>	<b>63,559</b>	<b>44,260</b>
Expenses	0	0	8,260
Increase in nonfinancial assets	0	63,559	36,000

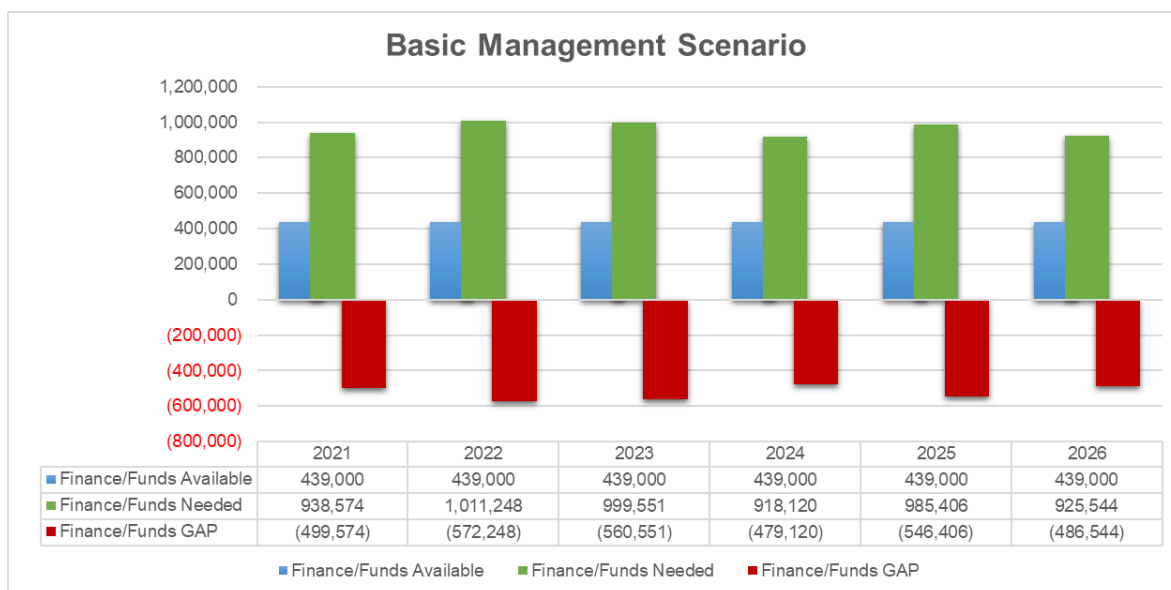
Table 4-12: Historical and current revenues or funding source for Javakheti in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	91,714	122,380	154,312
Own Revenues of the Agency	67,075	0	0
Own Revenues of the Administration	32,629	139,169	126,132
<b>Total National Resources</b>	<b>191,418</b>	<b>261,549</b>	<b>280,444</b>
<b>International Sources</b>			
Grants	31,951	133,350	201,662
CNF	31,951	133,350	201,662
<b>Total International Resources</b>	<b>31,951</b>	<b>133,350</b>	<b>201,662</b>
<b>Total Revenue Sources</b>	<b>223,369</b>	<b>394,899</b>	<b>482,106</b>

Finance needs for the Basic Management Scenario relative to likely available funds are shown in

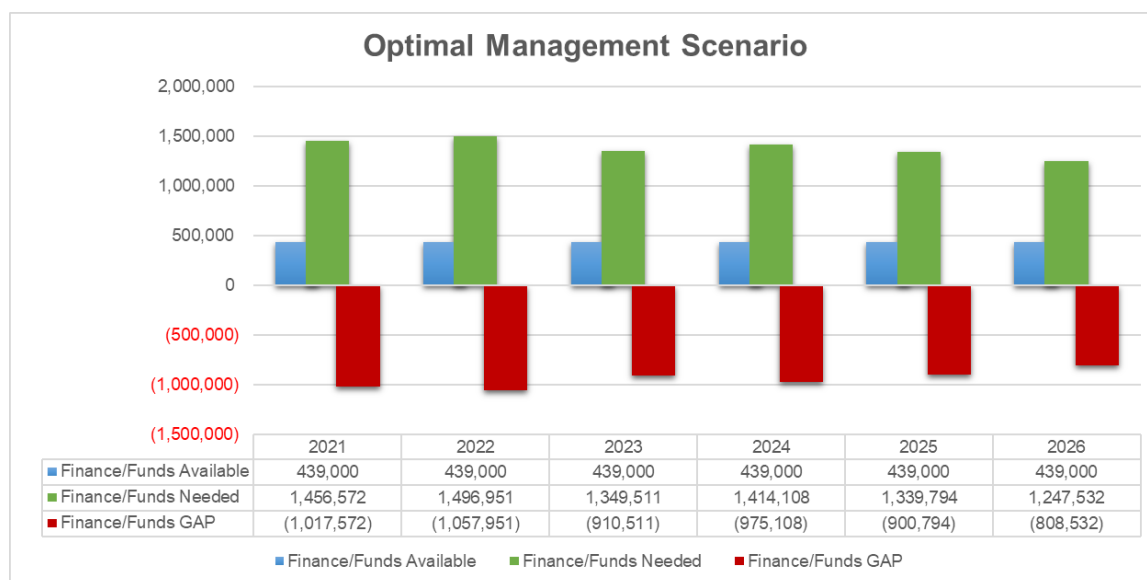
Figure 4-11. Finance needs would start at GEL 0.94 million in 2021 and over the next six years they would cumulatively total approximately GEL 5.78 million. The finance gap starts at GEL 0.5 million in 2021 and decreases to GEL 0.49 million in 2026. It would total approximately GEL 3.14 million over six years and closing the gap would require approximately 119% more funds than are projected to be available.

Figure 4-11: Basic Management Scenario finance needs relative to availability for Javakheti PA in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-12. Finance needs would start at GEL 1.46 million in 2021 and over the next six years they would cumulatively total approximately GEL 8.3 million. The finance gap starts at GEL 1.02 million in 2021 and decreases to GEL 0.81 million in 2026. It would total approximately GEL 5.67 million over six years and closing the gap would require approximately 215% more funds than are projected to be available.

Figure 4-12: Optimal Management Scenario finance need relative to availability for Javakheti PA in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in picnic sites, tourist shelters, WC facilities and camping sites for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).

- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 15 to 28 for Basic Management and 32 for Optimal Management with implications for salary, equipment and overhead costs. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

#### **4.7 Machakhela National Park**

Machakhela National Park covers an area of 8,733 ha and is located in the south-western part of the country in the Adjara region near Mtirala. It consists primarily of native forest including chestnut, beech, hornbeam and alder forests. Management is carried out by 19 permanent and 1 temporary staff and tourist visitor numbers reached approximately 11,000 in 2018 .

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-13 and



Table 4-14. Total expenditure for the current year has been budgeted at GEL 393,658 and revenues to fund these expenditures are expected to come from state budget allocations (GEL 131,670), agency own revenues (GEL 132,288), administration own revenue (GEL 2,000) and grants (GEL 127,000 from CNF).

Table 4-13: Historical and current expenditures for Machakhela in GEL (2018 – 2020)

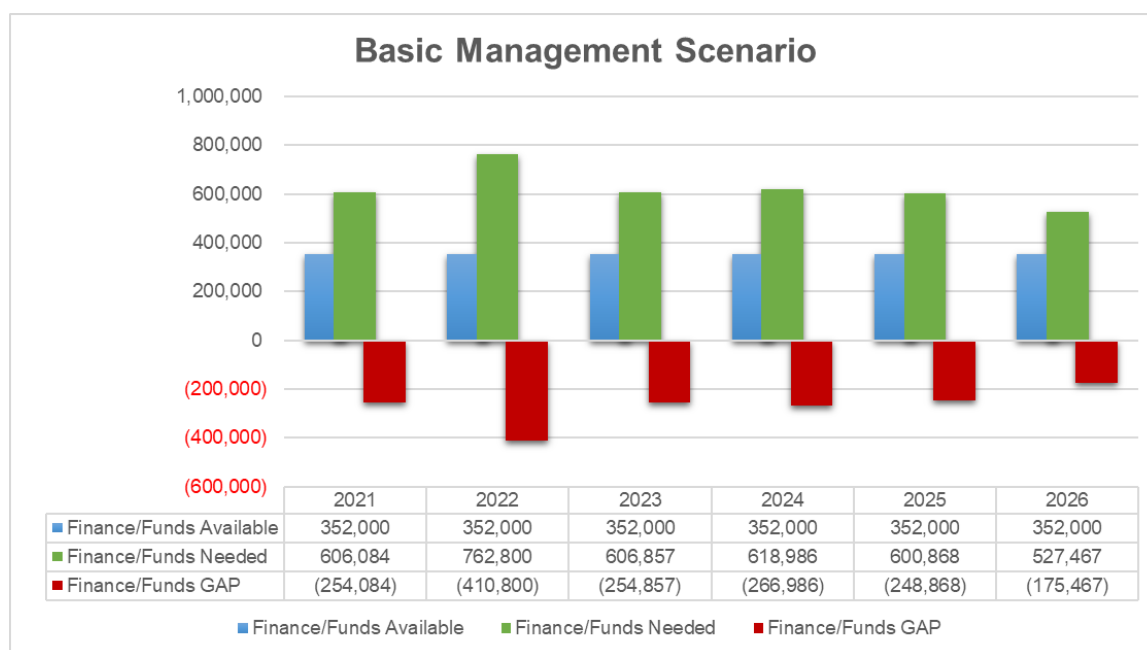
Item	Historical Activity		Current Activity
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>240,015</b>	<b>299,004</b>	<b>393,658</b>
Expenses	228,805	297,154	308,358
Increase in nonfinancial assets	11,210	1,850	85,300
<b>1. Administration Program</b>	<b>203,219</b>	<b>274,338</b>	<b>301,108</b>
Expenses	203,219	272,488	296,808
Increase in nonfinancial assets	0	1,850	4,300
<b>2. Protection and Management Program</b>	<b>32,628</b>	<b>24,666</b>	<b>80,550</b>
Expenses	21,418	24,666	9,550
Increase in nonfinancial assets	11,210	0	71,000
<b>3. Compatible Use Program</b>	<b>4,168</b>	<b>0</b>	<b>12,000</b>
Expenses	4,168	0	2,000
Increase in nonfinancial assets	0	0	10,000

Table 4-14: Historical and current revenues or funding source for Machakhela in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
State Budget	127,387	131,712	131,670
Own Revenues of the Agency	108,105	123,099	132,288
Own Revenues of the Administration	2,004	18,314	2,000
<b>Total National Resources</b>	<b>237,496</b>	<b>273,125</b>	<b>265,958</b>
<b>International Sources</b>			
Grants	2,519	25,879	127,700
CNF	2,519	25,879	127,700
<b>Total International Resources</b>	<b>2,519</b>	<b>25,879</b>	<b>127,700</b>
<b>Total Revenue Sources</b>	<b>240,015</b>	<b>299,004</b>	<b>393,658</b>

Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-13. Finance needs would start at GEL 0.61 million in 2021 and over the next six years they would cumulatively total approximately GEL 3.72 million. The finance gap starts at GEL 0.25 million in 2021 and decrease to GEL 0.18 in 2026. It would total approximately GEL 1.61 million over six years and closing the gap would require approximately 76% more funds than are projected to be available.

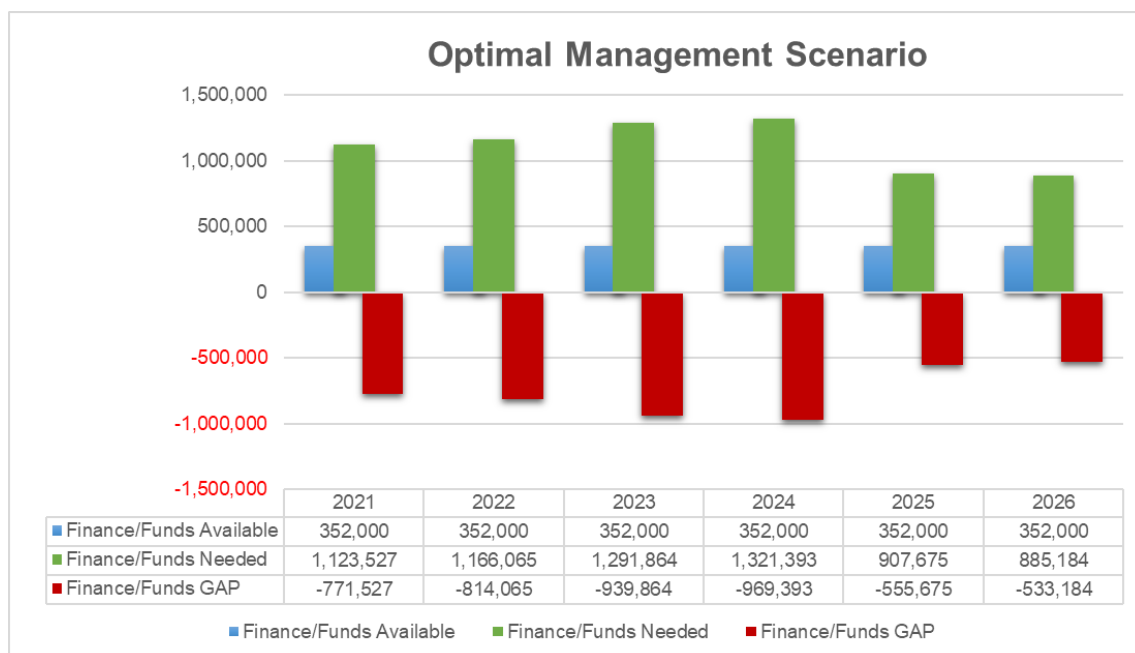
Figure 4-13: Basic Management Scenario finance needs relative to availability for Machakhela in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in

Figure 4-14. Finance needs would start at GEL 1.12 million in 2021 and over the next six years they would cumulatively total approximately GEL 6.70 million. The finance gap starts at GEL 0.77 million in 2021 and decreases to GEL 0.53 million in 2026. It would total approximately GEL 4.58 million over six years and closing the gap would require approximately 217% more funds than are projected to be available.

Figure 4-14: Optimal Management Scenario finance need relative to availability for Machakhela in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in a visitors centre, picnic site, tourist shelter, trails for both Scenarios and an additional panoramic viewpoint site and zip-line for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 19 to 21 for Optimal Management with implications for salary, personal equipment and overhead costs. For Basic Management staff numbers would stay the same as they are currently. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)

#### 4.8 Tusheti Protected Landscape

Tusheti Protected Landscape covers an area of 30,518 ha and is located in the northern part of the country. It consists primarily of forest and meadow habitat. Management is carried out by 10 permanent and 8 temporary staff and tourist visitor numbers are relatively low.

Expenditure amounts per programme and revenues per source for the PA in the current year and for the two previous years are shown in Table 4-15 and Table 4-16. Total expenditure for the current year has been budgeted at GEL 205,100 and revenues to fund these expenditures are expected to come from local government budget allocations (GEL 199,300) and own revenues (GEL 5,800).

Table 4-15: Historical and current expenditures for Tusheti PL in GEL (2018 – 2020)

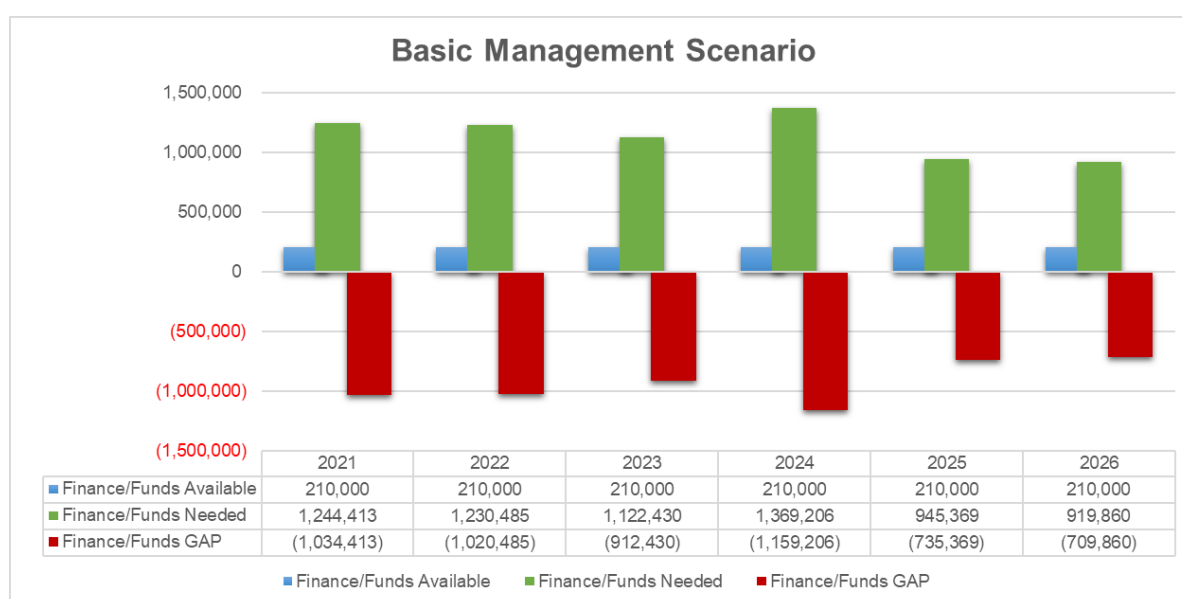
Item	Historical Activity		Current Year
	2018	2019	2020
<b>Establishment and Management of System of PAs Programme</b>	<b>187,155</b>	<b>306,310</b>	<b>205,100</b>
Expenses	186,100	247,010	170,100
Increase in nonfinancial assets	1,055	59,300	35,000
<b>1. Administration Program</b>	<b>187,155</b>	<b>306,310</b>	<b>205,100</b>
Expenses	186,100	247,010	170,100
Increase in nonfinancial assets	1,055	59,300	35,000
<b>2. Protection and Management Program</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses			0
Increase in nonfinancial assets			0
<b>3. Compatible Use Program</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenses			0
Increase in nonfinancial assets			0

Table 4-16: Historical and current revenues or funding source for Tusheti PL in GEL (2018 – 2020)

Item	Historical Activity		Current Activity
	2018	2019	2020
<b>National Sources</b>			
Local Government Budget	144,855	169,310	199,300
Own Revenues	42,300	11,670	5,800
Grants	0	131,130	0
GIZ		131,130	
<b>Total Revenue Sources</b>	<b>187,155</b>	<b>312,110</b>	<b>205,100</b>

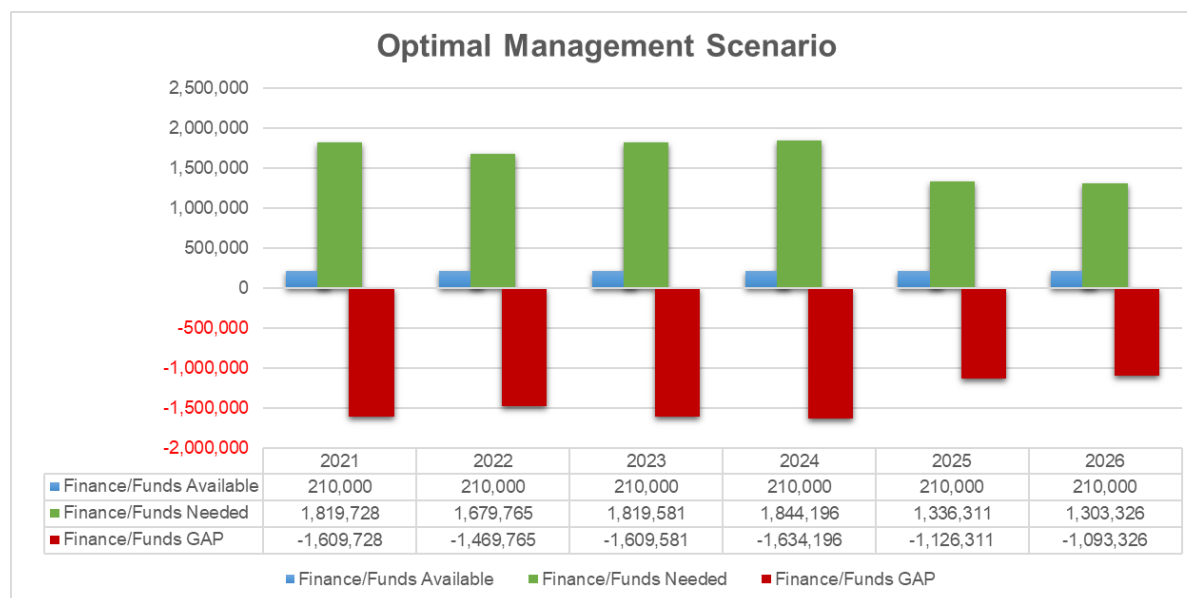
Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 4-15. Finance needs would start at GEL 1.24 million in 2021 and over the next six years they would cumulatively total approximately GEL 6.83 million. The finance gap starts at GEL 1.03 million in 2021 and decreases to GEL 0.71 million in 2026. It would total approximately GEL 5.57 million over six years and closing the gap would require approximately 442% more funds than are projected to be available.

Figure 4-15: Basic Management Scenario finance needs relative to availability for Tusheti PL in GEL (2021 – 2026)



Finance needs for the Optimal Management Scenario relative to likely available funds are shown in Figure 4-16. Finance needs would start at GEL 1.82 million in 2021 and over the next six years they would cumulatively total approximately GEL 9.80 million. The finance gap starts at GEL 1.61 million in 2021 and decreases to GEL 1.09 in 2026. It would total approximately GEL 8.54 million over six years and closing the gap would require approximately 678% more funds than are projected to be available.

Figure 4-16: Optimal Management Scenario finance need relative to availability for Tusheti PL in GEL (2021 – 2026)



Finance needs for the PA are made up of a number of diverse items. However, the key drivers of increased finance needed to close the finance gap include:

- Capital investment in an office, visitors centre, rangers stations and shelters, picnic and camping sites, WC facilities and horse keeping facilities for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 5 for more details on the quantity and value of additional buildings, infrastructure and facilities for each management scenario relative to the current situation).
- Increased species surveys and assessments along with ecological monitoring efforts for both Scenarios and at a relatively higher intensity for the Optimal Management Scenario (see Appendix 6 for more details on the nature and cost of these efforts for each management scenario).
- Increasing staff numbers from their current 18 to 24 for Basic Management and 30 for Optimal Management with implications for salary, equipment and overhead costs. Increased staff number should be accompanied with respective capacity building initiatives as well as other necessary organisational and institutional reforms that will be identified in other reports produced in the framework of UNDP/GEF VI project on financial sustainability of PA system (i.e. Capacity Needs Analysis and Action Plan; Biodiversity Monitoring Unit Study etc.)
- Increasing vehicle numbers from none to 4 vehicles for Basic Management and 6 for Optimal Management.

## 5 FINANCE NEEDS FOR THE PROTECTED AREAS SYSTEM

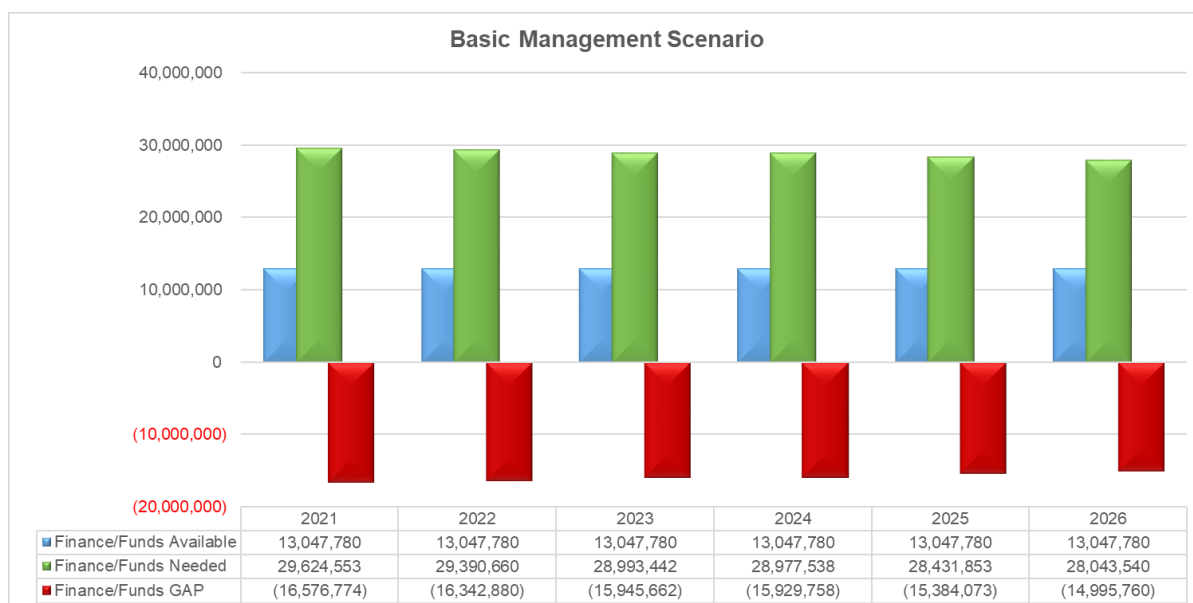
The finance needs estimated for the eight target PAs were used to project the likely finance needs for the other PAs and thereby the whole PA system. This involved dividing all PAs in the system into the four categories or groups that have similar management objectives/functions influenced by ecological

context (terrain, habitat, need for restoration, etc) and socio-economic contexts (remoteness, public access and uses such as tourism, pasture, etc) which result in similar finance needs. Current levels of management effort and budget allocation were also considered to take into account those PAs which already have more funding than others making their funding needs relatively lower.

An average finance gap percentage (i.e. the gap as a percentage of available funding) was then estimated for each group based on the results of the FNAs for target PAs. These average finance gap percentages could then be applied to available funding for non-target PAs in each group to quantify their finance gaps and their total finance needs. Finally, finance needs for target and non-target PAs were combined. Note that potential increases in Tbilisi head office costs such as the need for increased human resources management capacity were not considered or estimated. Such increases would be more likely if there are significant increases in the finances allocated to a number of individual PAs.

Finance needs for the Basic Management Scenario relative to likely available funds are shown in Figure 5-1 for the whole PA system. Finance needs would start at GEL 29.62 million 2021 and over the next six years they would cumulatively total approximately GEL 173.46 million. The finance gap starts at GEL 16.58 million in 2021 and decreases to GEL 15 million in 2026. It would total approximately GEL 95.17 million (US\$ 29.73 million) over six years and closing the gap would require approximately 122% more funds than are projected to be available.

Figure 5-1: Basic Management Scenario finance needs relative to availability for the PA system in GEL (2021 – 2026)

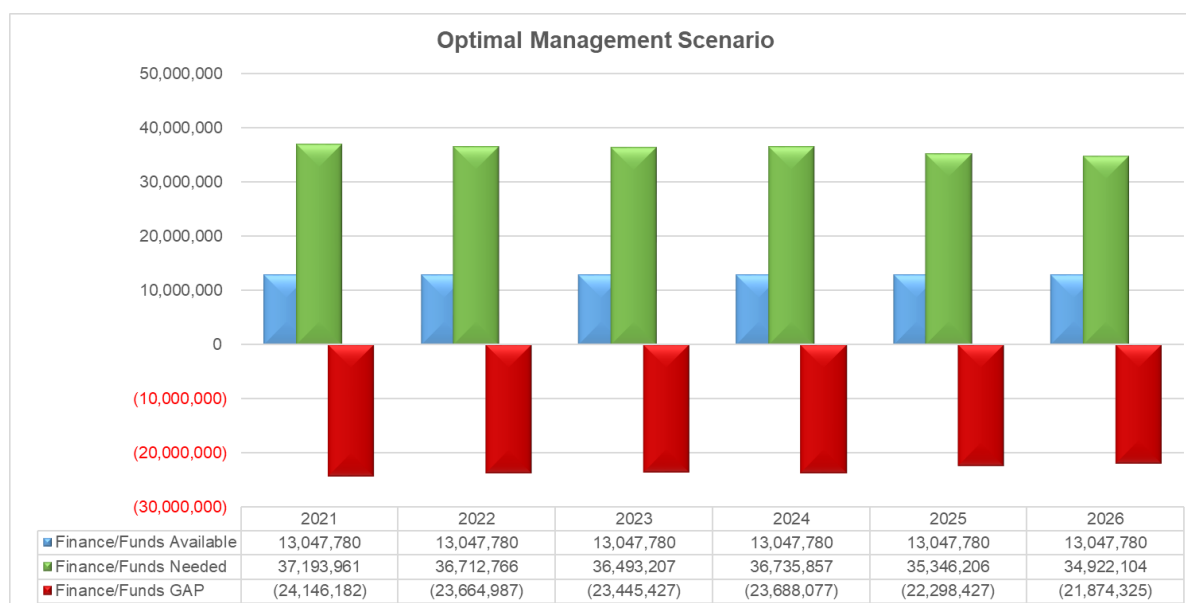


Finance needs for the Optimal Management Scenario relative to likely available funds are shown in

Figure 5-2 for the whole PA system. Finance needs would start at GEL 37.19 million 2021 and over the next six years they would cumulatively total approximately GEL 217.4 million. The finance gap starts at GEL 24.13 million in 2021 and decreases to GEL 21.87 million in 2026. It would total approximately GEL 139.12 million (US\$ 43.48 million) over six years and closing the gap would require approximately 178% more funds than are projected to be available.



Figure 5-2: Optimal Management Scenario finance needs relative to availability for the PA system in GEL (2021 – 2026)



## 6 CONCLUSIONS AND RECOMMENDATIONS

This Finance Needs Assessment provides detailed estimates of finances needed for eight target PAs which are then extrapolated to the other PAs managed by APA. The finance gaps were found to be relatively variable. Under the Basic Management Scenario, it varied from 27% of finance available for Vashlovani PA to 119% for Javakheti PA. For Tusheti Protected Landscape, the gap was substantially higher at 442% highlighting extensive needs. A similar pattern can be observed for the Optimal Management Scenario albeit the majority of finance gaps are substantially larger. The cumulative finance gap for all the PAs managed by APA over the next six years was estimated at GEL 95.17 million (equal to 122% more than available funds) for the Basic Management Scenario and GEL 139.12 million (equal to 178% more than available funds) for the Optimal Management Scenario.

The process and financial model developed for this Assessment provides a workable template for future estimations of finance needs that are comprehensive and meet state budgeting requirements with respect to programme-based budgeting. The results of the Assessment can now be used as part of management and financial planning. In addition, they should substantially enhance interactions with funders in government, the donor community, the private sector and NGOs, who tend to have high standards for financial management including transparent and comprehensive assessments of finance needs.

It is recommended that the financial model is applied and updated when doing annual budget planning and especially when updating of PA management plans. The model and comprehensive data for the target PAs should also be considered further in terms of their potential to be used to identify ways to improve cost reductions and efficiencies. For example, using the same financial model will facilitate comparisons between PAs. This may highlight aspects of management at particular PAs that could be improved, streamlined or modernised relative to other PAs. Capacity building will also be necessary for the model to be accepted, understood and applied. This could take the form of relatively short (two to three day) training sessions with key people from the financial department in APA and individual PA managers/administrators and other stakeholders involved in PA management.

## 7 REFERENCES

Conservation Finance Alliance (CFA). 2009. The Conservation Finance Alliance - Business Planning for Protected Areas. Available at <https://www.conservationfinancealliance.org/conservation-finance-guide>

Flores, M., G. Rivero, F. León, G. Chan, et al. 2008. Financial Planning for National Systems of Protected Areas: Guidelines and Early Lessons. Arlington, VA: TNC.

United Nations Development Programme (UNDP). 2016. Guide to Improving the Budget and Funding of National Protected Area Systems. Lessons from Chile, Guatemala and Peru, July 2012 – April 2014. Written by Flores, M., and Bovarnick, A. Available at: <https://www.latinamerica.undp.org/content/rblac/en/home/library/poverty/guide-to-improving-the-budget-and-funding-of-national-protected-.html>

## 8 APPENDICES

Appendix 1: Agenda for inception workshop held on 26<sup>th</sup> November 2019 in Tbilisi (arranged alphabetically):

“Analysis of current financing and estimation of financing needs for basic and optimal management of Georgia’s PA system, with focus on 8 target PAs”

### **Inception/Information Workshop**

GEF 6/UNDP Project „Enhancing financial sustainability of the Protected Area system in Georgia”

**26.11.2019**

**Holiday Inn, Tbilisi**

The GEF / UNDP project “Enhancing financial sustainability of the Protected Area system in Georgia” is a 5 year (2018-2023) “technical assistance” project financed by the Global Environment Facility (GEF) and implemented by United Nations Development Programme in Georgia. The Responsible Party for this project is the Caucasus Nature Fund.

The Goal of the project is to secure long-term financial sustainability and effective management to conserve globally significant biodiversity of target protected areas in Georgia, by improving the financial baseline of target PAs, their financial and non-financial management capacities and management effectiveness.

#### **Meeting objective:**

To introduce relevant stakeholders on the process and procedures envisioned for the financial analysis, specifically the proposed methodology for assessment of current PA financing and financial needs for basic and optimal management in target PAs.

#### **Meeting Agenda**

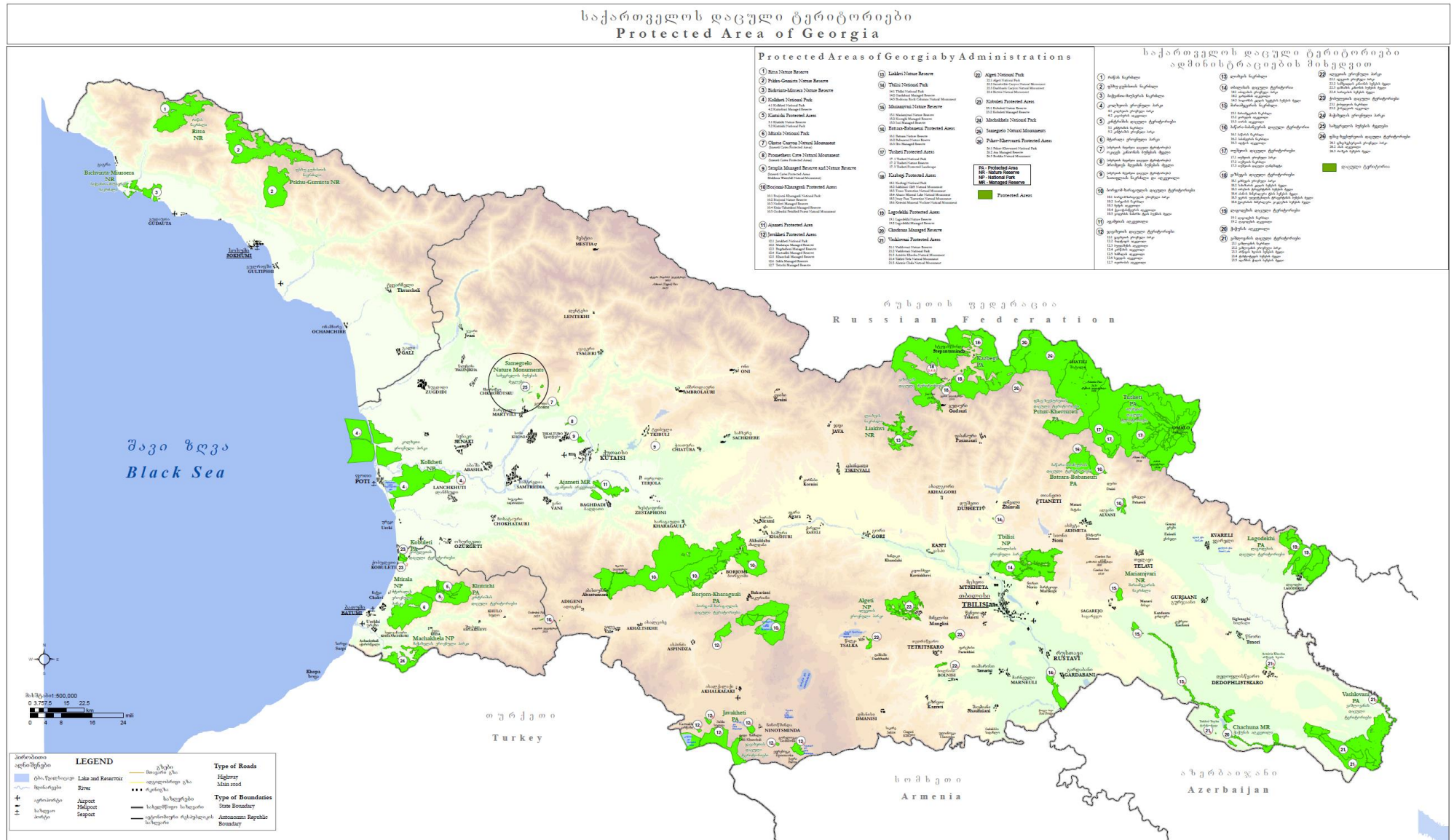
<b>Time</b>	<b>Item</b>	<b>Responsible Person</b>
10:00 – 10:30	Registration and welcome coffee/tea	
10:30 – 11:30	Opening Remarks Introduction of participants Objectives of the workshop	Tamar Khakhishvili, NPD, APA Tamar Pataridze, PM, CNF
11:00 -11:30	Session 1: Current expenditure and revenue summary (status quo)	Hugo van Zyl, International Expert

11:30 -12:30	Session 2: Best practices and options/proposals for finance needs estimation	Hugo van Zyl, International Expert
12:30 -13:30	Lunch	
13:30 -14:15	Session 3: The draft finance needs assessment model and process developed thus far	Irakli Goduadze, LE with inputs from Hugo van Zyl as needed
14:15 -15:15	Session 4: Protocols and work plan for further refining the model and using it for finance needs assessment	Irakli Goduadze, LE with inputs from Hugo van Zyl, CNF and APA as needed
15:15 -15:30	Q/A Workshop closure	Tamar Pataridze, PM, CNF

Appendix 2: Attendees of the inception workshop held on 26<sup>th</sup> November 2019 in Tbilisi

Surname, Name	Organisation
Kusidi Besik	LEPL Agency of Protected Areas
Khakhishvili Tamar	LEPL Agency of Protected Areas
Giacomini Geof	Caucasus Nature Fund
Barbakadze Tea	Caucasus Nature Fund
Pataridze Tamar	Caucasus Nature Fund
Zedginidze Tamar	Ministry of Environmental Protection and Agriculture of Georgia
Mokverashvili Nato	Ministry of Finance of Georgia
Goradze Irakli	UNDP
Shanshiashvili Paata	U.S Department of the Interior, International Technical Assistance Program
Metreveli Tamaz	LEPL Agency of Protected Areas (Javakheti Protected Areas Administration)
Kuridze Giorgi	LEPL Agency of Protected Areas (Machakhela National Park Administration)
Khomeriki Davit	LEPL Agency of Protected Areas (Mtirala National Park Administration)
Sulamanidze Giorgi	LEPL Agency of Protected Areas (Lagodekhi Protected Areas Administration)
Pirosmanishvili Merab	LEPL Agency of Protected Areas (Vashlovani Protected Areas Administration)
Tsotseria Elene	National Financial Expert
Papashvili Dimitri	National Financial Expert
Van Zyl, Hugo	Independent Economic Researchers, South Africa
Goduadze Irakli	National Expert

# Appendix 3: Map of Protected Areas in Georgia



Appendix 4: Finance needs and likely revenues per scenario split into programmes and making the distinction between needs for operational and capital expenses in GEL (2021 – 2026)

**Borjomi-Kharagauli National Park:**

**1. Expenditures Summary**

**Basic Management Scenario**

**Optimal Management Scenario**

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of System of PAs Programme</b>	<b>2,792,187</b>	<b>2,413,750</b>	<b>2,400,091</b>	<b>2,286,354</b>	<b>2,206,579</b>	<b>2,185,663</b>	<b>14,284,624</b>	<b>3,398,829</b>	<b>2,989,667</b>	<b>2,828,815</b>	<b>2,927,516</b>	<b>2,717,301</b>	<b>2,685,985</b>	<b>17,548,113</b>
Expenses	2,592,387	1,945,050	2,215,291	1,992,354	1,902,579	1,880,663	12,528,324	3,144,529	2,445,967	2,643,415	2,593,516	2,373,301	2,320,985	15,521,713
Increase in nonfinancial assets	199,800	468,700	184,800	294,000	304,000	305,000	1,756,300	254,300	543,700	185,400	334,000	344,000	365,000	2,026,400
<b>1. Administration Program</b>	<b>1,763,058</b>	<b>1,638,373</b>	<b>1,614,632</b>	<b>1,599,508</b>	<b>1,614,917</b>	<b>1,613,778</b>	<b>9,844,267</b>	<b>2,038,080</b>	<b>1,916,595</b>	<b>1,892,854</b>	<b>1,892,570</b>	<b>1,893,139</b>	<b>1,892,000</b>	<b>11,525,239</b>
Expenses	1,719,358	1,638,373	1,614,632	1,599,508	1,614,917	1,613,778	9,800,567	1,994,380	1,916,595	1,892,854	1,892,570	1,893,139	1,892,000	11,481,539
Increase in nonfinancial assets	43,700	0	0	0	0	0	43,700	43,700	0	0	0	0	0	43,700
<b>2. Protection and Management Program</b>	<b>954,474</b>	<b>597,920</b>	<b>731,083</b>	<b>592,046</b>	<b>524,662</b>	<b>549,885</b>	<b>3,950,069</b>	<b>1,213,149</b>	<b>814,372</b>	<b>841,795</b>	<b>854,646</b>	<b>674,662</b>	<b>732,485</b>	<b>5,131,109</b>
Expenses	804,874	282,720	550,283	343,046	265,662	244,885	2,491,469	1,014,149	461,772	660,395	605,646	415,662	367,485	3,525,109
Increase in nonfinancial assets	149,600	315,200	180,800	249,000	259,000	305,000	1,458,600	199,000	352,600	181,400	249,000	259,000	365,000	1,606,000
<b>3. Compatible Use Program</b>	<b>74,655</b>	<b>177,458</b>	<b>54,375</b>	<b>94,800</b>	<b>67,000</b>	<b>22,000</b>	<b>490,288</b>	<b>147,600</b>	<b>258,700</b>	<b>94,165</b>	<b>180,300</b>	<b>149,500</b>	<b>61,500</b>	<b>891,765</b>
Expenses	68,155	23,958	50,375	49,800	22,000	22,000	236,288	136,000	67,600	90,165	95,300	64,500	61,500	515,065
Increase in nonfinancial assets	6,500	153,500	4,000	45,000	45,000	0	254,000	11,600	191,100	4,000	85,000	85,000	0	376,700

**2. Revenue Summary**

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Own Revenues of the Agency	240,000	240,000	240,000	240,000	240,000	240,000	1,440,000	240,000	240,000	240,000	240,000	240,000	240,000	1,440,000
Own Revenues of the Administration	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KNF	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total National Resources</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>7,740,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>1,290,000</b>	<b>7,740,000</b>
<b>International Sources</b>														
Grants	384,450	384,450	384,450	384,450	384,450	384,450	2,306,700	384,450	384,450	384,450	384,450	384,450	384,450	2,306,700
CNF	384,450	384,450	384,450	384,450	384,450	384,450	2,306,700	384,450	384,450	384,450	384,450	384,450	384,450	2,306,700
TJS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total International Resources</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>2,306,700</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>384,450</b>	<b>2,306,700</b>
<b>Total Revenue Sources</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>10,046,700</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>1,674,450</b>	<b>10,046,700</b>

## Vashlovani Protected Area:

### 1. Expenditures Summary

Item	Basic Management Scenario							Optimal Management Scenario						
	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of System of PAs Programme</b>	<b>1,176,243</b>	<b>1,176,471</b>	<b>1,144,877</b>	<b>1,132,089</b>	<b>1,063,010</b>	<b>1,106,872</b>	<b>6,799,561</b>	<b>1,665,475</b>	<b>1,597,540</b>	<b>1,518,825</b>	<b>1,612,861</b>	<b>1,468,182</b>	<b>1,461,644</b>	<b>9,324,527</b>
Expenses	1,038,493	991,721	1,054,527	1,017,089	1,008,010	1,051,872	6,161,711	1,380,925	1,333,290	1,331,375	1,457,861	1,313,182	1,346,644	8,163,277
Increase in nonfinancial assets	137,750	184,750	90,350	115,000	55,000	55,000	637,850	284,550	264,250	187,450	155,000	155,000	115,000	1,161,250
<b>1. Administration Program</b>	<b>828,979</b>	<b>796,746</b>	<b>795,024</b>	<b>795,024</b>	<b>825,306</b>	<b>794,459</b>	<b>4,835,539</b>	<b>961,651</b>	<b>929,418</b>	<b>927,696</b>	<b>927,696</b>	<b>957,978</b>	<b>927,131</b>	<b>5,631,571</b>
Expenses	823,229	796,746	795,024	795,024	825,306	794,459	4,829,789	955,901	929,418	927,696	927,696	957,978	927,131	5,625,821
Increase in nonfinancial assets	5,750	0	0	0	0	0	5,750	5,750	0	0	0	0	0	5,750
<b>2. Protection and Management Program</b>	<b>207,029</b>	<b>354,322</b>	<b>317,390</b>	<b>314,065</b>	<b>216,704</b>	<b>244,413</b>	<b>1,653,923</b>	<b>403,724</b>	<b>598,322</b>	<b>519,022</b>	<b>516,665</b>	<b>346,704</b>	<b>427,013</b>	<b>2,811,449</b>
Expenses	146,029	176,322	233,790	199,065	161,704	189,413	1,106,323	288,924	341,822	338,322	461,665	291,704	312,013	2,034,449
Increase in nonfinancial assets	61,000	178,000	83,600	115,000	55,000	55,000	547,600	114,800	256,500	180,700	55,000	55,000	115,000	777,000
<b>3. Compatible Use Program</b>	<b>140,235</b>	<b>25,403</b>	<b>32,463</b>	<b>23,000</b>	<b>21,000</b>	<b>68,000</b>	<b>310,100</b>	<b>300,100</b>	<b>69,800</b>	<b>72,108</b>	<b>168,500</b>	<b>163,500</b>	<b>107,500</b>	<b>881,508</b>
Expenses	69,235	18,653	25,713	23,000	21,000	68,000	225,600	136,100	62,050	65,358	68,500	63,500	107,500	503,008
Increase in nonfinancial assets	71,000	6,750	6,750	0	0	0	84,500	164,000	7,750	6,750	100,000	100,000	0	378,500

### 2. Revenue Summary

Item	Projected Budget by Year							Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026	2021		2022	2023	2024	2025	2026		
	<b>National Sources</b>														
State Budget	270,000	270,000	270,000	270,000	270,000	270,000	1,620,000	270,000	270,000	270,000	270,000	270,000	270,000	1,620,000	
Own Revenues of the Agency	230,000	230,000	230,000	230,000	230,000	230,000	1,380,000	230,000	230,000	230,000	230,000	230,000	230,000	1,380,000	
Own Revenues of the Administration	80,000	80,000	80,000	80,000	80,000	80,000	480,000	80,000	80,000	80,000	80,000	80,000	80,000	480,000	
<b>Total National Resources</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>3,480,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>	<b>3,480,000</b>	
<b>International Sources</b>															
Grants	312,000	312,000	312,000	312,000	312,000	312,000	1,872,000	312,000	312,000	312,000	312,000	312,000	312,000	1,872,000	
CNF	312,000	312,000	312,000	312,000	312,000	312,000	1,872,000	312,000	312,000	312,000	312,000	312,000	312,000	1,872,000	
<b>Total International Resources</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>1,872,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>312,000</b>	<b>1,872,000</b>	
<b>Total Revenue Sources</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>5,352,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>892,000</b>	<b>5,352,000</b>	

## Tusheti Protected Area:

### 1. Expenditures Summary

#### Basic Management Scenario

#### Optimal Management Scenario

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of System of PAs Programme</b>	<b>1,125,334</b>	<b>1,110,941</b>	<b>1,097,736</b>	<b>1,086,361</b>	<b>957,298</b>	<b>911,024</b>	<b>6,288,693</b>	<b>1,580,709</b>	<b>1,673,447</b>	<b>1,619,937</b>	<b>1,594,952</b>	<b>1,538,911</b>	<b>1,334,415</b>	<b>9,342,370</b>
Expenses	819,234	872,141	931,536	838,361	803,298	911,024	5,175,593	1,167,009	1,394,747	1,243,137	1,217,452	1,238,411	1,237,915	7,498,670
Increase in nonfinancial assets	306,100	238,800	166,200	248,000	154,000	0	1,113,100	413,700	278,700	376,800	377,500	300,500	96,500	1,843,700
<b>1. Administration Program</b>	<b>683,321</b>	<b>671,488</b>	<b>641,488</b>	<b>641,488</b>	<b>696,488</b>	<b>672,076</b>	<b>4,006,347</b>	<b>834,315</b>	<b>846,482</b>	<b>816,482</b>	<b>816,482</b>	<b>921,482</b>	<b>847,070</b>	<b>5,082,311</b>
Expenses	671,321	641,488	641,488	641,488	641,488	672,076	3,909,347	821,315	816,482	816,482	816,482	816,482	847,070	4,934,311
Increase in nonfinancial assets	12,000	30,000	0	0	55,000	0	97,000	13,000	30,000	0	0	105,000	0	148,000
<b>2. Protection and Management Program</b>	<b>334,243</b>	<b>249,648</b>	<b>414,173</b>	<b>407,873</b>	<b>223,811</b>	<b>151,949</b>	<b>1,781,696</b>	<b>549,269</b>	<b>421,140</b>	<b>632,663</b>	<b>603,970</b>	<b>459,930</b>	<b>376,345</b>	<b>3,043,317</b>
Expenses	110,143	117,348	247,973	159,873	124,811	151,949	912,096	253,069	289,940	360,363	330,970	360,930	279,845	1,875,117
Increase in nonfinancial assets	224,100	132,300	166,200	248,000	99,000	0	869,600	296,200	131,200	272,300	273,000	99,000	96,500	1,168,200
<b>3. Compatible Use Program</b>	<b>107,770</b>	<b>189,805</b>	<b>42,075</b>	<b>37,000</b>	<b>37,000</b>	<b>87,000</b>	<b>500,650</b>	<b>197,125</b>	<b>405,825</b>	<b>170,793</b>	<b>174,500</b>	<b>157,500</b>	<b>111,000</b>	<b>1,216,743</b>
Expenses	37,770	113,305	42,075	37,000	37,000	87,000	354,150	92,625	288,325	66,293	70,000	61,000	111,000	689,243
Increase in nonfinancial assets	70,000	76,500	0	0	0	0	146,500	104,500	117,500	104,500	104,500	96,500	0	527,500

### 2. Revenue Summary

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	210,000	210,000	210,000	210,000	210,000	210,000	1,260,000	210,000	210,000	210,000	210,000	210,000	210,000	1,260,000
Own Revenues of the Agency	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
Own Revenues of the Administration	19,000	19,000	19,000	19,000	19,000	19,000	114,000	19,000	19,000	19,000	19,000	19,000	19,000	114,000
<b>Total National Resources</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>2,694,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>449,000</b>	<b>2,694,000</b>
<b>International Sources</b>														
Grants	204,000	204,000	204,000	204,000	204,000	204,000	1,224,000	204,000	204,000	204,000	204,000	204,000	204,000	1,224,000
CNF	204,000	204,000	204,000	204,000	204,000	204,000	1,224,000	204,000	204,000	204,000	204,000	204,000	204,000	1,224,000
<b>Total International Resources</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>1,224,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>1,224,000</b>
<b>Total Revenue Sources</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>3,918,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>653,000</b>	<b>3,918,000</b>



**Lagodekhi Protected Area:**

**1. Expenditures Summary**

**Basic Management Scenario**

**Optimal Management Scenario**

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of System of PAs Programme</b>	<b>983,371</b>	<b>975,344</b>	<b>929,922</b>	<b>884,590</b>	<b>996,839</b>	<b>919,360</b>	<b>5,689,424</b>	<b>1,413,848</b>	<b>1,381,253</b>	<b>1,319,207</b>	<b>1,283,412</b>	<b>1,290,061</b>	<b>1,302,182</b>	<b>7,989,962</b>
Expenses	875,371	779,844	847,722	829,590	996,839	864,360	5,193,724	1,294,448	1,106,253	1,111,407	1,178,412	1,290,061	1,247,182	7,227,762
Increase in nonfinancial assets	108,000	195,500	82,200	55,000	0	55,000	495,700	119,400	275,000	207,800	105,000	0	55,000	762,200
<b>1. Administration Program</b>	<b>694,112</b>	<b>779,403</b>	<b>639,194</b>	<b>638,985</b>	<b>639,403</b>	<b>725,294</b>	<b>4,116,391</b>	<b>816,284</b>	<b>903,625</b>	<b>763,416</b>	<b>763,207</b>	<b>763,625</b>	<b>849,516</b>	<b>4,859,673</b>
Expenses	679,612	639,403	639,194	638,985	639,403	670,294	3,906,891	803,784	763,625	763,416	763,207	763,625	794,516	4,652,173
Increase in nonfinancial assets	14,500	140,000	0	0	0	55,000	209,500	12,500	140,000	0	0	0	55,000	207,500
<b>2. Protection and Management Program</b>	<b>207,509</b>	<b>158,288</b>	<b>274,727</b>	<b>219,604</b>	<b>341,436</b>	<b>148,067</b>	<b>1,349,631</b>	<b>353,324</b>	<b>327,853</b>	<b>428,718</b>	<b>382,204</b>	<b>471,436</b>	<b>370,667</b>	<b>2,334,202</b>
Expenses	114,009	103,788	192,527	164,604	341,436	148,067	1,064,431	246,424	268,853	295,918	327,204	471,436	370,667	1,980,502
Increase in nonfinancial assets	93,500	54,500	82,200	55,000	0	0	285,200	106,900	59,000	132,800	55,000	0	0	353,700
<b>3. Compatible Use Program</b>	<b>81,750</b>	<b>37,653</b>	<b>16,000</b>	<b>26,000</b>	<b>16,000</b>	<b>46,000</b>	<b>223,403</b>	<b>244,240</b>	<b>149,775</b>	<b>127,073</b>	<b>138,000</b>	<b>55,000</b>	<b>82,000</b>	<b>796,088</b>
Expenses	81,750	36,653	16,000	26,000	16,000	46,000	222,403	244,240	73,775	52,073	88,000	55,000	82,000	595,088
Increase in nonfinancial assets	0	1,000	0	0	0	0	1,000	0	76,000	75,000	50,000	0	0	201,000

**2. Revenue Summary**

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000
Own Revenues of the Agency	75,000	75,000	75,000	75,000	75,000	75,000	450,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Own Revenues of the Administration	130,000	130,000	130,000	130,000	130,000	130,000	780,000	130,000	130,000	130,000	130,000	130,000	130,000	780,000
<b>Total National Resources</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>2,310,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>2,310,000</b>
<b>International Sources</b>														
Grants	261,000	261,000	261,000	261,000	261,000	261,000	1,566,000	261,000	261,000	261,000	261,000	261,000	261,000	1,566,000
CNF	261,000	261,000	261,000	261,000	261,000	261,000	1,566,000	261,000	261,000	261,000	261,000	261,000	261,000	1,566,000
<b>Total International Resources</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>1,566,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>1,566,000</b>
<b>Total Revenue Sources</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>3,876,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>3,876,000</b>

## Mtirala National Park:

### 1. Expenditures Summary

#### Basic Management Scenario

#### Optimal Management Scenario

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of the System of Protected Areas Programme</b>	<b>878,600</b>	<b>829,873</b>	<b>812,231</b>	<b>802,084</b>	<b>796,737</b>	<b>668,001</b>	<b>4,787,528</b>	<b>1,194,169</b>	<b>1,186,972</b>	<b>1,204,361</b>	<b>1,196,314</b>	<b>1,206,867</b>	<b>1,160,731</b>	<b>7,149,416</b>
Expenses	730,200	653,973	673,031	652,584	559,237	668,001	<b>3,937,028</b>	945,069	846,972	943,661	991,814	872,867	1,011,231	<b>5,611,616</b>
Increase in nonfinancial assets	148,400	175,900	139,200	149,500	237,500	0	<b>850,500</b>	249,100	340,000	260,700	204,500	334,000	149,500	<b>1,537,800</b>
<b>1. Administration Program</b>	<b>527,146</b>	<b>463,962</b>	<b>463,777</b>	<b>463,593</b>	<b>518,962</b>	<b>495,130</b>	<b>2,932,570</b>	<b>576,982</b>	<b>543,298</b>	<b>573,113</b>	<b>542,929</b>	<b>598,298</b>	<b>574,466</b>	<b>3,409,086</b>
Expenses	489,146	463,962	463,777	463,593	463,962	495,130	<b>2,839,570</b>	568,482	543,298	543,113	542,929	543,298	574,466	<b>3,315,586</b>
Increase in nonfinancial assets	38,000	0	0	0	55,000	0	<b>93,000</b>	8,500	0	30,000	0	55,000	0	<b>93,500</b>
<b>2. Protection and Management Program</b>	<b>242,207</b>	<b>266,412</b>	<b>252,942</b>	<b>288,979</b>	<b>138,775</b>	<b>91,871</b>	<b>1,281,186</b>	<b>376,167</b>	<b>410,675</b>	<b>411,736</b>	<b>530,373</b>	<b>357,569</b>	<b>414,765</b>	<b>2,501,285</b>
Expenses	208,307	159,012	182,742	162,479	67,275	91,871	<b>871,686</b>	280,067	232,175	336,536	378,873	261,069	318,265	<b>1,806,985</b>
Increase in nonfinancial assets	33,900	107,400	70,200	126,500	71,500	0	<b>409,500</b>	96,100	178,500	75,200	151,500	96,500	96,500	<b>694,300</b>
<b>3. Compatible Use Program</b>	<b>109,248</b>	<b>99,500</b>	<b>95,513</b>	<b>49,513</b>	<b>139,000</b>	<b>81,000</b>	<b>573,773</b>	<b>241,020</b>	<b>233,000</b>	<b>219,513</b>	<b>123,013</b>	<b>251,000</b>	<b>171,500</b>	<b>1,239,045</b>
Expenses	32,748	31,000	26,513	26,513	28,000	81,000	<b>225,773</b>	96,520	71,500	64,013	70,013	68,500	118,500	<b>489,045</b>
Increase in nonfinancial assets	76,500	68,500	69,000	23,000	111,000	0	<b>348,000</b>	144,500	161,500	155,500	53,000	182,500	53,000	<b>750,000</b>

### 2. Revenue Summary

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	181,000	181,000	181,000	181,000	181,000	181,000	<b>1,086,000</b>	181,000	181,000	181,000	181,000	181,000	181,000	<b>1,086,000</b>
Own Revenues of the Agency	157,000	157,000	157,000	157,000	157,000	157,000	<b>942,000</b>	157,000	157,000	157,000	157,000	157,000	157,000	<b>942,000</b>
Own Revenues of the Administration	40,000	40,000	40,000	40,000	40,000	40,000	<b>240,000</b>	40,000	40,000	40,000	40,000	40,000	40,000	<b>240,000</b>
<b>Total National Resources</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>2,268,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>378,000</b>	<b>2,268,000</b>
<b>INTERNATIONAL SOURCES</b>														
Grants	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>
CNF	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>
<b>Total International Resources</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>540,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>540,000</b>
<b>Total Revenue Sources</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>2,808,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>	<b>2,808,000</b>

## Javakheti Protected Area:

### 1. Expenditures Summary

#### Basic Management Scenario

#### Optimal Management Scenario

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of the System of Protected Areas Programme</b>	<b>938,574</b>	<b>1,011,248</b>	<b>999,551</b>	<b>918,120</b>	<b>985,406</b>	<b>925,544</b>	<b>5,778,442</b>	<b>1,456,572</b>	<b>1,496,951</b>	<b>1,349,511</b>	<b>1,414,108</b>	<b>1,339,794</b>	<b>1,247,532</b>	<b>8,304,467</b>
Expenses	729,174	717,248	768,351	736,620	754,906	760,544	<b>4,466,842</b>	1,076,272	1,067,651	1,050,711	1,187,108	1,063,794	1,062,032	<b>6,507,567</b>
Increase in nonfinancial assets	209,400	294,000	231,200	181,500	230,500	165,000	<b>1,311,600</b>	380,300	429,300	298,800	227,000	276,000	185,500	<b>1,796,900</b>
<b>1. Administration Program</b>	<b>589,705</b>	<b>543,622</b>	<b>541,900</b>	<b>541,617</b>	<b>542,182</b>	<b>571,053</b>	<b>3,330,080</b>	<b>735,413</b>	<b>689,330</b>	<b>687,608</b>	<b>687,325</b>	<b>687,890</b>	<b>716,761</b>	<b>4,204,328</b>
Expenses	577,905	543,622	541,900	541,617	542,182	571,053	<b>3,318,280</b>	723,613	689,330	687,608	687,325	687,890	716,761	<b>4,192,528</b>
Increase in nonfinancial assets	11,800	0	0	0	0	0	<b>11,800</b>	11,800	0	0	0	0	0	<b>11,800</b>
<b>2. Protection and Management Program</b>	<b>184,984</b>	<b>291,608</b>	<b>289,651</b>	<b>311,502</b>	<b>303,724</b>	<b>233,491</b>	<b>1,614,960</b>	<b>322,284</b>	<b>484,980</b>	<b>390,331</b>	<b>594,782</b>	<b>429,404</b>	<b>351,771</b>	<b>2,573,552</b>
Expenses	120,884	151,608	207,451	179,002	193,724	123,491	<b>976,160</b>	255,284	318,680	306,531	437,282	319,404	241,771	<b>1,878,952</b>
Increase in nonfinancial assets	64,100	140,000	82,200	132,500	110,000	110,000	<b>638,800</b>	67,000	166,300	83,800	157,500	110,000	110,000	<b>694,600</b>
<b>3. Compatible Use Program</b>	<b>163,885</b>	<b>176,018</b>	<b>168,000</b>	<b>65,000</b>	<b>139,500</b>	<b>121,000</b>	<b>833,403</b>	<b>398,875</b>	<b>322,640</b>	<b>271,573</b>	<b>132,000</b>	<b>222,500</b>	<b>179,000</b>	<b>1,526,588</b>
Expenses	30,385	22,018	19,000	16,000	19,000	66,000	<b>172,403</b>	97,375	59,640	56,573	62,500	56,500	103,500	<b>436,088</b>
Increase in nonfinancial assets	133,500	154,000	149,000	49,000	120,500	55,000	<b>661,000</b>	301,500	263,000	215,000	69,500	166,000	75,500	<b>1,090,500</b>

### 2. Revenue Summary

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	150,000	150,000	150,000	150,000	150,000	150,000	<b>900,000</b>	150,000	150,000	150,000	150,000	150,000	150,000	<b>900,000</b>
Own Revenues of the Agency	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	<b>0</b>
Own Revenues of the Administration	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>
<b>Total National Resources</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>1,680,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>1,680,000</b>
<b>INTERNATIONAL SOURCES</b>														
Grants	159,000	159,000	159,000	159,000	159,000	159,000	<b>954,000</b>	159,000	159,000	159,000	159,000	159,000	159,000	<b>954,000</b>
CNF	159,000	159,000	159,000	159,000	159,000	159,000	<b>954,000</b>	159,000	159,000	159,000	159,000	159,000	159,000	<b>954,000</b>
<b>Total International Resources</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>954,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>954,000</b>
<b>Total Revenue Sources</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>2,634,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>439,000</b>	<b>2,634,000</b>

## Machakhela National Park:

### 1. Expenditures Summary

#### Basic Management Scenario

#### Optimal Management Scenario

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of the System of Protected Areas Programme</b>	<b>606,084</b>	<b>762,800</b>	<b>606,857</b>	<b>618,986</b>	<b>600,868</b>	<b>527,467</b>	<b>3,723,062</b>	<b>1,123,527</b>	<b>1,166,065</b>	<b>1,291,864</b>	<b>1,321,393</b>	<b>907,675</b>	<b>885,184</b>	<b>6,695,708</b>
Expenses	459,384	456,050	541,257	508,986	600,868	527,467	<b>3,094,012</b>	846,527	727,215	725,064	711,393	907,675	885,184	<b>4,803,058</b>
Increase in nonfinancial assets	146,700	306,750	65,600	110,000	0	0	<b>629,050</b>	277,000	438,850	566,800	610,000	0	0	<b>1,892,650</b>
<b>1. Administration Program</b>	<b>342,757</b>	<b>349,735</b>	<b>343,314</b>	<b>399,613</b>	<b>343,535</b>	<b>374,005</b>	<b>2,152,961</b>	<b>448,362</b>	<b>441,842</b>	<b>441,621</b>	<b>497,920</b>	<b>441,842</b>	<b>473,622</b>	<b>2,745,210</b>
Expenses	342,757	343,535	343,314	344,613	343,535	374,005	<b>2,091,761</b>	442,162	441,842	441,621	442,920	441,842	473,622	<b>2,684,010</b>
Increase in nonfinancial assets	0	6,200	0	55,000	0	0	<b>61,200</b>	6,200	0	0	55,000	0	0	<b>61,200</b>
<b>2. Protection and Management Program</b>	<b>123,290</b>	<b>159,314</b>	<b>234,543</b>	<b>202,373</b>	<b>240,332</b>	<b>86,461</b>	<b>1,046,314</b>	<b>466,943</b>	<b>319,473</b>	<b>285,743</b>	<b>264,973</b>	<b>410,332</b>	<b>309,061</b>	<b>2,056,526</b>
Expenses	101,590	83,514	168,943	147,373	240,332	86,461	<b>828,214</b>	327,143	217,873	218,943	209,973	410,332	309,061	<b>1,693,326</b>
Increase in nonfinancial assets	21,700	75,800	65,600	55,000	0	0	<b>218,100</b>	139,800	101,600	66,800	55,000	0	0	<b>363,200</b>
<b>3. Compatible Use Program</b>	<b>140,038</b>	<b>253,750</b>	<b>29,000</b>	<b>17,000</b>	<b>17,000</b>	<b>67,000</b>	<b>523,788</b>	<b>208,223</b>	<b>404,750</b>	<b>564,500</b>	<b>558,500</b>	<b>55,500</b>	<b>102,500</b>	<b>1,893,973</b>
Expenses	15,038	29,000	29,000	17,000	17,000	67,000	<b>174,038</b>	77,223	67,500	64,500	58,500	55,500	102,500	<b>425,723</b>
Increase in nonfinancial assets	125,000	224,750	0	0	0	0	<b>349,750</b>	131,000	337,250	500,000	500,000	0	0	<b>1,468,250</b>

### 2. Revenue Summary

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
State Budget	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>
Own Revenues of the Agency	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>	130,000	130,000	130,000	130,000	130,000	130,000	<b>780,000</b>
Own Revenues of the Administration	2,000	2,000	2,000	2,000	2,000	2,000	<b>12,000</b>	2,000	2,000	2,000	2,000	2,000	2,000	<b>12,000</b>
<b>Total National Resources</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>1,572,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>1,572,000</b>
<b>INTERNATIONAL SOURCES</b>														
Grants	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>
CNF	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>	90,000	90,000	90,000	90,000	90,000	90,000	<b>540,000</b>
<b>Total International Resources</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>540,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>540,000</b>
<b>Total Revenue Sources</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>2,112,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>352,000</b>	<b>2,112,000</b>

## Tusheti Protected Landscape:

### 1. Expenditures Summary

#### Basic Management Scenario

#### Optimal Management Scenario

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>Establishment and Management of the System of Protected Areas Programme</b>	<b>1,244,413</b>	<b>1,230,485</b>	<b>1,122,430</b>	<b>1,369,206</b>	<b>945,369</b>	<b>919,860</b>	<b>6,831,762</b>	<b>1,819,728</b>	<b>1,679,765</b>	<b>1,819,581</b>	<b>1,844,196</b>	<b>1,336,311</b>	<b>1,303,326</b>	<b>9,802,907</b>
Expenses	907,813	812,935	923,230	869,206	845,369	819,859	<b>5,178,411</b>	1,253,628	1,175,265	1,229,881	1,344,196	1,186,311	1,148,325	<b>7,337,606</b>
Increase in nonfinancial assets	336,600	417,550	199,200	500,000	100,000	100,001	<b>1,653,351</b>	566,100	504,500	589,700	500,000	150,000	155,001	<b>2,465,301</b>
<b>1. Administration Program</b>	<b>441,321</b>	<b>570,511</b>	<b>506,946</b>	<b>859,984</b>	<b>369,609</b>	<b>371,162</b>	<b>3,119,532</b>	<b>529,076</b>	<b>458,516</b>	<b>661,331</b>	<b>959,107</b>	<b>520,284</b>	<b>469,761</b>	<b>3,598,075</b>
Expenses	362,621	370,761	371,946	359,984	369,609	371,161	<b>2,206,081</b>	450,376	458,516	471,331	459,107	470,284	469,760	<b>2,779,374</b>
Increase in nonfinancial assets	78,700	199,750	135,000	500,000	0	1	<b>913,451</b>	78,700	0	190,000	500,000	50,000	1	<b>818,701</b>
<b>2. Protection and Management Program</b>	<b>603,067</b>	<b>543,475</b>	<b>572,483</b>	<b>481,222</b>	<b>447,760</b>	<b>420,698</b>	<b>3,068,705</b>	<b>830,127</b>	<b>809,749</b>	<b>748,250</b>	<b>816,589</b>	<b>650,527</b>	<b>671,065</b>	<b>4,526,307</b>
Expenses	420,667	414,175	508,283	481,222	447,760	420,698	<b>2,692,805</b>	618,227	651,249	681,050	816,589	650,527	616,065	<b>4,033,707</b>
Increase in nonfinancial assets	182,400	129,300	64,200	0	0	0	<b>375,900</b>	211,900	158,500	67,200	0	0	55,000	<b>492,600</b>
<b>3. Compatible Use Program</b>	<b>200,025</b>	<b>116,500</b>	<b>43,000</b>	<b>28,000</b>	<b>128,000</b>	<b>128,000</b>	<b>643,525</b>	<b>460,525</b>	<b>411,500</b>	<b>410,000</b>	<b>68,500</b>	<b>165,500</b>	<b>162,500</b>	<b>1,678,525</b>
Expenses	124,525	28,000	43,000	28,000	28,000	28,000	<b>279,525</b>	185,025	65,500	77,500	68,500	65,500	62,500	<b>524,525</b>
Increase in nonfinancial assets	75,500	88,500	0	0	100,000	100,000	<b>364,000</b>	275,500	346,000	332,500	0	100,000	100,000	<b>1,154,000</b>

### 2. Revenue Summary

Item	Projected Budget by Year						Total Projected Budget	Projected Budget by Year						Total Projected Budget
	2021	2022	2023	2024	2025	2026		2021	2022	2023	2024	2025	2026	
<b>National Sources</b>														
Local Government Budget	200,000	200,000	200,000	200,000	200,000	200,000	<b>1,200,000</b>	200,000	200,000	200,000	200,000	200,000	200,000	<b>1,200,000</b>
Own Revenues	10,000	10,000	10,000	10,000	10,000	10,000	<b>60,000</b>	10,000	10,000	10,000	10,000	10,000	10,000	<b>60,000</b>
Grants	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	<b>0</b>
GIZ	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	<b>0</b>
<b>Total National Resources</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>1,260,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>1,260,000</b>
<b>Total Revenue Sources</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>1,260,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>1,260,000</b>

**Borjomi-Kharagauli National Park:**

**Basic Management Scenario**

Programme	Sub-programme and item	Existing Assets		Total additional	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	3	682,903	0	0
	Dwellings			0	0
	Buildings other than dwellings	3	682,903	0	0
	Administration Office	2	582,972	0	0
	Other	1	99,931	0	0
	Other structures			0	0
<b>2. Protection and Management Program</b>		<b>81</b>	<b>454,742</b>	<b>13</b>	<b>133,500</b>
	<b>2.2 Preservation of biodiversity of the protected area and restoration if necessary</b>	1	20,408	0	0
	Buildings other than dwellings	1	20,408	0	0
	Open-air cage	1	20,408	0	0
	<b>2.3 Protection of protected areas</b>	80	434,334	13	133,500
	Buildings other than dwellings	80	434,334	3	83,500
	Ranger's shelter	12	202,255	0	0
	WC	4	2,016	2	12,000
	Ranger Station	8	203,407	1	71,500
	Barrier gate	56	26,656	0	0
Other			0	0	
	Other structures			10	50,000
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	49	328,756	12	236,500
	Dwellings			0	0
	Buildings other than dwellings	37	328,756	7	161,500
	Visitors center	1	152,334	0	0
	Hotel	1	79,547	0	0
	Picnic site	9	0	2	45,000
	Camping site	10	0	2	45,000
	Garden house	6	3,600	0	0
	WC			0	0
	Information Signs/Boards/Booth	5	9,200	0	0
	Tourist shelter	4	80,111	3	71,500
	Other	1	3,964	0	0
	Other structures	12	0	5	75,000
	Trail	12	0	0	0
	Bridge			5	75,000
<b>Total</b>			<b>1,466,401</b>		<b>370,000</b>

### Optimal Management Scenario

Item	Activity	Existing Assets		Total		
		Quantity	Total Value	Quantity	Total Value	
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	3	682,903	0	0	
	Dwellings			0	0	
	Buildings other than dwellings	3	682,903	0	0	
	Administration Office	2	582,972	0	0	
	Other	1	99,931	0	0	
	Other structures			0	0	
<b>2. Protection and Management Program</b>		<b>81</b>	<b>454,742</b>	<b>13</b>	<b>198,500</b>	
	<b>2.2 Preservation of biodiversity of the protected area and restoration if necessary</b>	1	20,408	0	0	
	Buildings other than dwellings	1	20,408	0	0	
	Open-air cage	1	20,408	0	0	
	<b>2.3 Protection of protected areas</b>	80	434,334	13	198,500	
	Buildings other than dwellings	80	434,334	3	148,500	
	Ranger's shelter	12	202,255	0	0	
WC	4	2,016	2	52,000		
Ranger Station	8	203,407	1	96,500		
Barrier gate	56	26,656	0	0		
Other			0	0		
	Other structures			10	50,000	
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	49	328,756	10	341,500	
	Dwellings			0	0	
	Buildings other than dwellings	37	328,756	5	266,500	
	Visitors center	1	152,334	0	0	
	Hotel	1	79,547	0	0	
	Picnic site	9	0	2	85,000	
	Camping site	10	0	2	85,000	
	Garden house	6	3,600	0	0	
	WC			0	0	
	Information Signs/Boards/Booth	5	9,200	0	0	
	Tourist shelter	4	80,111	1	96,500	
	Other	1	3,964	0	0	
		Other structures	12	0	5	75,000
	Trail	12	0	0	0	
	Bridge			5	75,000	
<b>Total</b>			<b>1,466,401</b>		<b>540,000</b>	

Vashlovani Protected Area:

Basic Management Scenario

Programme	Sub-programme and item	Existing Assets		Total additional	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	1.1 Administration Program	2	542,804	0	0
	Dwellings			0	0
	Buildings other than dwellings	2	542,804	0	0
	Administration Office	1	519,511	0	0
	Warehouse	1	23,293	0	0
2. Protection and Management Program	Other structures			0	0
		15	892,386	14	105,000
	2.3 Protection of protected areas	14	869,254	7	105,000
	Buildings other than dwellings	14	869,254	7	105,000
	Ranger's shelter			0	0
	Ranger Station	9	639,408	7	105,000
	Stable	5	229,846	0	0
	Other structures			0	0
	2.4 Monitoring of core values of the protected area, including trends of biodiversity	1	23,132	7	0
	Buildings other than dwellings	1	23,132	7	0
3. Compatible Use Program	Open-air cage	1	23,132	0	0
				7	0
				0	0
	3.3 Ecotourism	30	859,501	4	56,000
	Dwellings			0	0
	Buildings other than dwellings	29	851,168	4	56,000
	Visitors center			0	0
	Borehole			0	0
	Picnic site	7	3,958	1	18,000
	Camping site	5	799	0	0
	WC	2	34,803	2	13,000
Shower room			1	25,000	
Tourist shelter	15	811,608	0	0	
Other structures	1	8,333	0	0	
Bird Watching Tower			0	0	
Panoramic viewpoints	1	8,333	0	0	
<b>Total</b>			<b>2,294,691</b>	<b>161,000</b>	



### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	2	542,804	0	0
	Dwellings			0	0
	Buildings other than dwellings	2	542,804	0	0
	Administration Office	1	519,511	0	0
	Warehouse	1	23,293	0	0
	Other structures			0	0
<b>2. Protection and Management Program</b>		<b>15</b>	<b>892,386</b>	<b>10</b>	<b>186,500</b>
	<b>2.3 Protection of protected areas</b>	14	869,254	10	186,500
	Buildings other than dwellings	14	869,254	10	186,500
	Ranger's shelter			0	0
	Ranger Station	9	639,408	10	186,500
	Ranger Station	5	229,846	0	0
	Other structures			0	0
	<b>2.4 Monitoring of core values of the protected area, including trends of biodiversity</b>	1	23,132	0	0
	Buildings other than dwellings	1	23,132	0	0
	Open-air cage	1	23,132	0	0
			0	0	
			0	0	
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	30	859,501	7	349,000
	Dwellings			0	0
	Buildings other than dwellings	29	851,168	7	349,000
	Visitors center			0	0
	Borehole			2	200,000
	Picnic site	7	3,958	1	16,500
	Camping site	5	799	1	54,500
	WC	2	34,803	2	53,000
	Shower room			1	25,000
	Tourist shelter	15	811,608	0	0
	Other structures	1	8,333	0	0
	Bird Watching Tower			0	0
	Panoramic viewpoints	1	8,333	0	0
<b>Total</b>		<b>2,294,691</b>		<b>535,500</b>	

## Tusheti Protected Area:

### Basic Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	1.1 Administration Program	2	1,093,707	1	30,000
	Dwellings			0	0
	Buildings other than dwellings	2	1,093,707	1	30,000
	Administration Office & Visitors center	1	1,085,782	0	0
	Warehouse	1	7,925	1	30,000
	Other structures			0	0
2. Protection and Management Program	2.3 Protection of protected areas	6	309,337	4	271,000
	Buildings other than dwellings	6	309,337	4	271,000
	Ranger's shelter			1	98,000
	Ranger Station	4	205,884	2	143,000
	Hay Storage	1	21,760	0	0
	Stable	1	81,693	1	30,000
	Other structures			0	0
3. Compatible Use Program	3.3 Ecotourism	9	482,234	4	122,000
	Dwellings			0	0
	Buildings other than dwellings	6	396,490	2	109,000
	Visitors center			0	0
	Hostel	1	159,488	0	0
	Picnic and Camping site	4	123,092	2	109,000
	WC			0	0
	Tourist shelter	1	113,910	0	0
	Other structures	3	85,744	2	13,000
	Cognitive path			0	0
	Bridge	1	6,500	2	13,000
	Panoramic viewpoints	2	79,244	0	0
<b>Total</b>			<b>1,885,278</b>	<b>423,000</b>	

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	1.1 Administration Program	2	1,093,707	3	380,000
	Dwellings			0	0
	Buildings other than dwellings	2	1,093,707	3	380,000
	Administration Office & Visitors center	1	1,085,782	2	350,000
	Warehouse	1	7,925	1	30,000
	Other structures			0	0
2. Protection and Management Program	2.3 Protection of protected areas	6	309,337	6	539,000
	Buildings other than dwellings	6	309,337	6	539,000
	Ranger's shelter			1	123,000
	Ranger Station	4	205,884	4	386,000
	Hay Storage	1	21,760	0	0
	Stable	1	81,693	1	30,000
	Other structures			0	0
3. Compatible Use Program	3.3 Ecotourism	9	482,234	9	477,500
	Dwellings			0	0
	Buildings other than dwellings	6	396,490	7	464,500
	Visitors center			0	0
	Hostel	1	159,488	0	0
	Picnic and Camping site	4	123,092	4	318,000
	WC			2	50,000
	Tourist shelter	1	113,910	1	96,500
	Other structures	3	85,744	2	13,000
	Cognitive path			0	0
	Bridge	1	6,500	2	13,000
	Panoramic viewpoints	2	79,244	0	0
<b>Total</b>		<b>1,885,278</b>	<b>1,396,500</b>		

Lagodekhi Protected Area:

Basic Management Scenario

Programme	Sub-programme and activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	1.1 Administration Program	1	548,347	4	140,000
	Dwellings			0	0
	Buildings other than dwellings	1	548,347	4	140,000
	Administration Office	1	548,347	1	0
	Reconstruction of exhibition hall			1	70,000
	Armory Warehouse			1	10,000
	Warehouse			1	60,000
	Other structures			0	0
2. Protection and Management Program	2.3 Protection of protected areas	3	238,798	1	60,000
	Buildings other than dwellings	3	238,798	1	60,000
	Ranger's shelter			0	0
	Ranger Station	2	121,412	0	0
	WC			0	0
	Hay Storage	1	117,386	1	60,000
	Other structures			0	0
3. Compatible Use Program	3.3 Ecotourism	13	315,226	0	0
	Dwellings			0	0
	Buildings other than dwellings	13	315,226	0	0
	Visitors center			0	0
	Garden house			0	0
	Picnic site	5	116,499	0	0
	Camping site	6	55,472	0	0
	WC			0	0
	Tourist shelter	2	143,255	0	0
	Other structures	0	0	0	0
	Bird Watching Tower			0	0
Zip-line			0	0	
<b>Total</b>			<b>1,102,371</b>		<b>200,000</b>

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	1	548,347	3	140,000
	Dwellings			0	0
	Buildings other than dwellings	1	548,347	3	140,000
	Administration Office	1	548,347	0	0
	Reconstruction of exhibition hall			1	70,000
	Armory Warehouse			1	10,000
	Warehouse			1	60,000
Other structures			0	0	
<b>2. Protection and Management Program</b>	<b>2.3 Protection of protected areas</b>	3	238,798	3	110,000
	Buildings other than dwellings	3	238,798	3	110,000
	Ranger's shelter			0	0
	Ranger Station	2	121,412	0	0
	WC			2	50,000
	Hay Storage	1	117,386	1	60,000
	Other structures			0	0
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	13	315,226	8	200,000
	Dwellings			0	0
	Buildings other than dwellings	13	315,226	8	200,000
	Visitors center			0	0
	Garden house			0	0
	Picnic site	5	116,499	0	0
	Camping site	6	55,472	0	0
	WC			8	200,000
	Tourist shelter	2	143,255	0	0
	Other structures	0	0	0	0
	Bird Watching Tower			0	0
Zip-line			0	0	
<b>Total</b>		<b>1,102,371</b>		<b>450,000</b>	

**Mtirala National Park:**

**Basic Management Scenario**

Programme	Sub-programme and activity	Existing Assets		Total additional	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	1	17,015	1	30,000
	Dwellings			0	0
	Buildings other than dwellings	1	17,015	0	0
	Administration Office	1	17,015	0	0
<b>2. Protection and Management Program</b>	Other structures			1	30,000
	<b>2.3 Protection of protected areas</b>	1	70,497	2	143,000
	Buildings other than dwellings	1	70,497	2	143,000
	Ranger's shelter	1	70,497	2	143,000
	Ranger Station			0	0
<b>3. Compatible Use Program</b>	Other structures			0	0
	<b>3.3 Ecotourism</b>	17	544,963	18	337,000
	Dwellings			0	0
	Buildings other than dwellings	15	495,381	18	337,000
	Visitors center	1	354,331	0	0
	Garden house	1		0	0
	Picnic site	6	29,853	9	148,500
	WC	6	17,583	7	45,500
	Tourist shelter	1	93,614	2	143,000
	Other structures	2	49,582	0	0
	Bird Watching Tower	1	20,664	0	0
Zip-line	1	28,918	0	0	
<b>Total</b>		<b>632,474</b>		<b>510,000</b>	

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	0	17,015	1	30,000
	Dwellings			0	0
	Buildings other than dwellings	0	17,015	0	0
	Administration Office		17,015	0	0
	Other structures			1	30,000
<b>2. Protection and Management Program</b>	<b>2.3 Protection of protected areas</b>	1	70,497	3	289,500
	Buildings other than dwellings	1	70,497	3	289,500
	Ranger's shelter	1	70,497	3	289,500
	Ranger Station			0	0
	Other structures			0	0
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	17	544,963	26	739,000
	Dwellings			0	0
	Buildings other than dwellings	15	495,381	26	739,000
	Visitors center	1	354,331	0	0
	Garden house	1		0	0
	Picnic site	6	29,853	9	148,500
	WC	6	17,583	15	397,500
	Tourist shelter	1	93,614	2	193,000
	Other structures	2	49,582	0	0
	Bird Watching Tower	1	20,664	0	0
	Zip-line	1	28,918	0	0
	<b>Total</b>			<b>632,474</b>	

Javakheti Protected Area:

Basic Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	1.1 Administration Program	1	781,908	0	0
	Dwellings			0	0
	Buildings other than dwellings	1	781,908	0	0
	Administration Office	1	781,908	0	0
2. Protection and Management Program	Other structures			0	0
	2.3 Protection of protected areas	1	49,315	3	148,000
	Buildings other than dwellings	1	49,315	2	143,000
	Ranger's shelter	1	49,315	2	143,000
	Ranger Station			0	0
3. Compatible Use Program	Other structures			1	5,000
	3.3 Ecotourism	1	43,486	25	621,000
	Dwellings			0	0
	Buildings other than dwellings	0	0	25	621,000
	Visitors center			0	0
	Garden house			0	0
	Picnic site			5	82,500
	Camping site			6	258,000
	WC			11	66,000
	Tourist shelter			3	214,500
	Other structures	1	43,486	0	0
Bird Watching Tower	1	43,486	0	0	
Zip-line			0	0	
<b>Total</b>			<b>874,709</b>		<b>769,000</b>

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	1	781,908	0	0
	Dwellings			0	0
	Buildings other than dwellings	1	781,908	0	0
	Administration Office	1	781,908	0	0
	Other structures			0	0
<b>2. Protection and Management Program</b>	<b>2.3 Protection of protected areas</b>	1	49,315	3	198,000
	Buildings other than dwellings	1	49,315	2	193,000
	Ranger's shelter	1	49,315	2	193,000
	Ranger Station			0	0
	Other structures			1	5,000
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	1	43,486	31	1,050,500
	Dwellings			0	0
	Buildings other than dwellings	0	0	31	1,050,500
	Visitors center			0	0
	Garden house			0	0
	Picnic site			8	132,000
	Camping site			6	258,000
	WC			14	371,000
	Tourist shelter			3	289,500
	Other structures	1	43,486	0	0
	Bird Watching Tower	1	43,486	0	0
	Zip-line			0	0
	<b>Total</b>		<b>874,709</b>		<b>1,248,500</b>



## Machakhela National Park:

### Basic Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	<b>1.1 Management and Finance Subprogram</b>	1	425,000	0	0
	Dwellings			0	0
	Buildings other than dwellings	1	425,000	0	0
	Administration Office	1	425,000	0	0
	Other structures			0	0
2. Protection and Management Program	<b>2.3 Natural Resource Management Subprogram</b>	0	0	0	0
	Dwellings	0	0	0	0
	rangers shelter			0	0
	Ranger Station			0	0
	Buildings other than dwellings			0	0
3. Compatible Use Program	<b>3.3 Forest Resources Subprogram</b>	4	16,750	6	342,750
	Dwellings			0	0
	Buildings other than dwellings	1	16,750	3	132,750
	visitors center			1	75,000
	Picnic site	1	16,750	1	24,750
	tourist shelter			1	33,000
	Other structures	3	0	3	210,000
	Trail	3		2	20,000
	Zip-line			1	190,000
	<b>Total</b>		<b>441,750</b>		<b>342,750</b>

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
1. Administration Program	<b>1.1 Management and Finance Subprogram</b>	1	425,000	0	0
	Dwellings			0	0
	Buildings other than dwellings	1	425,000	0	0
	Administration Office	1	425,000	0	0
	Other structures			0	0
2. Protection and Management Program	<b>2.3 Natural Resource Management Subprogram</b>	0	0	9	96,500
	Dwellings	0	0	1	96,500
	rangers shelter			1	96,500
	Buildings other than dwellings			0	0
	Other structures			0	0
3. Compatible Use Program	<b>3.3 Forest Resources Subprogram</b>	4	16,750	8	1,461,250
	Dwellings			0	0
	Buildings other than dwellings	1	16,750	3	171,250
	visitors center			1	75,000
	Picnic site	1	16,750	1	44,750
	tourist shelter			1	51,500
	Other structures	3	0	5	1,290,000
	Trail	3		2	20,000
	Zip-line			2	190,000
	Panoramic viewpoints			1	1,080,000
<b>Total</b>		<b>441,750</b>		<b>1,557,750</b>	

**Tusheti Protected Landscape:**

**Basic Management Scenario**

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	0	0	4	620,000
	Dwellings			0	0
	Buildings other than dwellings	0	0	3	600,000
	Administration Office & Visitors center			2	550,000
	Garage for machinery			1	50,000
	Other structures			1	20,000
<b>2. Protection and Management Program</b>	<b>2.3 Protection of protected areas</b>	0	0	7	163,300
	Buildings other than dwellings	0	0	7	163,300
	Ranger's shelter			0	0
	Ranger Station			1	71,500
	Horse			4	6,800
	Hay Storage			1	55,000
	Stable			1	30,000
	Other structures			0	0
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	0	0	9	334,000
	Dwellings			0	0
	Buildings other than dwellings	0	0	9	334,000
	Visitors center			0	0
	Water-mill			1	30,000
	Picnic and Camping site			2	200,000
	WC			5	32,500
	Tourist shelter			1	71,500
	Other structures	0	0	0	0
	Cognitive path			0	0
Bridge			0	0	
	Panoramic viewpoints			0	0
<b>Total</b>			<b>0</b>		<b>1,117,300</b>

### Optimal Management Scenario

Item	Activity	Existing Assets		Total	
		Quantity	Total Value	Quantity	Total Value
<b>1. Administration Program</b>	<b>1.1 Administration Program</b>	0	0	6	970,000
	Dwellings			0	0
	Buildings other than dwellings	0	0	5	950,000
	Administration Office & Visitors center			4	900,000
	Garage for machinery			1	50,000
	Other structures			1	20,000
<b>2. Protection and Management Program</b>	<b>2.3 Protection of protected areas</b>	0	0	9	191,700
	Buildings other than dwellings	0	0	9	191,700
	Ranger's shelter			0	0
	Ranger Station			1	96,500
	Horse			6	10,200
	Hay Storage			1	55,000
	Stable			1	30,000
	Other structures			0	0
<b>3. Compatible Use Program</b>	<b>3.3 Ecotourism</b>	0	0	23	1,124,000
	Dwellings			0	0
	Buildings other than dwellings	0	0	23	1,124,000
	Visitors center			0	0
	Water-mill			1	30,000
	Picnic and Camping site			6	600,000
	WC			15	397,500
	Tourist shelter			1	96,500
	Other structures	0	0	0	0
	Cognitive path			0	0
	Bridge			0	0
Panoramic viewpoints			0	0	
<b>Total</b>			<b>0</b>	<b>2,285,700</b>	

Appendix 6: Species surveys, assessments and monitoring items and costs per management scenario in GEL (2021 to 2026)

**Borjomi-Kharagauli National Park:**

Sub-programme and Item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	91,205	88,288	126,870	120,000	64,200	60,000	550,563	252,800	255,540	228,250	274,200	174,200	174,200	1,359,190
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	37,005	38,288	2,670	0	0	0	77,963	48,600	51,340	4,050	0	0	0	103,990
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Assessment/Survey of Pastures in Ktsia-Tabatskuri Managed Reserve							0	40,000	0	0	0	0	0	40,000
Survey of the Human-Predator Conflict							0		40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

**Vashlovani Protected Area:**

Sub-programme and item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	61,035	57,763	125,090	120,000	64,200	60,000	488,088	186,050	228,870	226,225	274,200	174,200	174,200	1,263,745
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	6,835	7,763	890	0	0	0	15,488	21,850	24,670	2,025	0	0	0	48,545
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0		40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

## Tusheti Protected Area:

Sub-programme and item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	70,170	66,525	125,980	120,000	64,200	60,000	506,875	199,175	233,705	227,238	274,200	174,200	174,200	1,282,718
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	15,970	16,525	1,780	0	0	0	34,275	34,975	29,505	3,038	0	0	0	67,518
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	0	40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

## Lagodekhi Protected Area:

Sub-programme and item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	65,670	57,525	125,980	120,000	64,200	60,000	493,375	190,175	215,705	227,238	274,200	174,200	174,200	1,255,718
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	11,470	7,525	1,780	0	0	0	20,775	25,975	11,505	3,038	0	0	0	40,518
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	0	40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

**Mtirala National Park:**

Sub-programme and item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	129,795	134,800	125,400	120,000	4,200	0	514,195	188,193	189,000	225,400	274,200	174,200	214,200	1,265,193
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species	60,000	60,000	60,000	60,000			240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	15,595	24,800	1,200	0	0	0	41,595	23,993	24,800	1,200	0	0	0	49,993
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	0	0	0	0	0	40,000	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

**Javakheti Protected Area:**

Sub-programme and item	Basic Management Scenario							Optimal Management Scenario						
	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	73,370	66,525	125,980	120,000	64,200	60,000	510,075	185,875	219,605	227,238	274,200	174,200	174,200	1,255,318
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	19,170	16,525	1,780	0	0	0	37,475	21,675	15,405	3,038	0	0	0	40,118
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	0	40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

## Machakhela National Park:

### Basic Management Scenario

### Optimal Management Scenario

Sub-programme and item	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
Monitoring of core values of the protected area, including trends of biodiversity	61,263	62,400	124,800	120,000	64,200	60,000	392,663	237,358	203,500	176,000	174,200	224,200	274,200	1,089,458
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas.	50,000	50,000					100,000	50,000	50,000	0	0	50,000	50,000	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	7,063	12,400	600	0	0	0	20,063	33,158	39,300	1,800	0	0	0	74,258
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	40,000	0	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	0	0	50,000	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200

## Tusheti Protected Landscape:

### Basic Management Scenario

### Optimal Management Scenario

Sub-programme and item	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget	2021 Year	2022 Year	2023 Year	2024 Year	2025 Year	2026 Year	Total Projected Budget
2.4 Monitoring of core values of the protected area, including trends of biodiversity	73,675	74,800	125,400	120,000	64,200	60,000	518,075	198,045	229,000	225,400	274,200	174,200	174,200	1,275,045
Identification of species and habitats in the Emerald Network and assessment of their condition in protected areas	50,000	50,000					100,000	50,000	50,000	50,000	50,000	0	0	200,000
Endangered Species survey			60,000	60,000			120,000	0	0	60,000	60,000	60,000	60,000	240,000
survey of invasive species			60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Monitoring species and habitats in the Emerald Network (purchase of inventory)	19,475	24,800	1,200	0	0	0	45,475	33,845	24,800	1,200	0	0	0	59,845
Survey of mammals of another large group							0	50,000	50,000	0	0	0	0	100,000
Endemic species survey							0	0	0	50,000	50,000	0	0	100,000
Research of species Concerning Climate Change							0	0	0	0	0	50,000	50,000	100,000
Survey of the Human-Predator Conflict							0	0	40,000	0	0	0	0	40,000
The study of invertebrates and an inventory of their species							0	0	0	0	50,000	0	0	50,000
Trainings	4,200		4,200		4,200		12,600	4,200	4,200	4,200	4,200	4,200	4,200	25,200