



Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems

SECTION III: Financial Sustainability Scorecard

Note: Please complete the financial sustainability scorecard for each project that is focusing on improving the financial sustainability of a PA system or an individual PA, per outcome 1.2 in the GEF biodiversity strategy. As we did in GEF-4, we will use the scorecard that was developed by Andrew Bovarnick of UNDP as it addresses our needs in a comprehensive fashion.

The scorecard has three sections:

Part I - Overall financial status of the protected areas system. This includes basic protected area information and a financial analysis of the national protected area system.

Part II - Assessing elements of the financing system.

Part III - Scoring.

Important: Please read the Guidelines posted on the GEF website before entering your data

Part I: Protected Areas System, sub-systems and networks

Part I requires financial data to determine the costs, revenues and financing gaps of the PA system both in the current year and as forecast for the future. It provides a quantitative analysis of the PA system and shows the financial data needed by PA planners needed to determine financial targets and hence the quantity of additional funds required to finance effective management of their PA system. As different countries have different accounting systems certain data requirements may vary in their relevance for each country. However, where financial data is absent, the first activity the PA authority should be to generate and collect the data.

Part 1.1 - Basic Information on Country's National Protected Area System, Sub-systems and Networks. Detail in the Table every sub-system and network within the national system of protected areas in the country.

Protected Areas System, sub-systems and networks	Number of sites	Terrestrial hectares covered	Marine hectares covered[1]	Total hectares covered	Institution responsible for PA management	Comments
National System of PAs						
Sub-system 1: Terrestrial, Priority PAs under reclassification						In this table we
Fazao-Malfakassa/Anié	1	193 400		193 400	Managed by internati	193,400 ha befc
Abdoulaye	1	30 000		30 000	Managed by internati	30,000 ha befor
Oti-Kéran	1	69 000		69 000	Ministry of Environn	163,640 ha befc
Oti-Mandouri	1	110 000		110 000	Ministry of Environn	147,840 ha befc
Togodo South/North	1	25 500		25 500	Ministry of Environn	31,000 ha befor
Bayémé	1	158		158	Ministry of Environn	198 ha before re
Amou-Mono/Tchilla-Monota	1	26 400		26 400	Ministry of Environn	32,100 ha befor
Alédjo	1	765		765	Ministry of Environn	765 ha before re
Lions' Den	1	1 650		1 650	Ministry of Environn	1,650 ha before
Assévé and Godjinmé	1	10		10	Ministry of Environn	10 ha before rec
TOTAL PRIORITY PAs	10	456883	0	456 883		
Sub-system 1a: Oti-Keran-Mandouri Complex of Protected Areas -- the main focus PA of the project	2	179 000				Excludes buffer zone
Sub-system 2: Terrestrial, Other PAs (lower priority)	number not given	121 367				192,397 ha bef
Network 2 – insert name						
Additional networks						

[1] MPAs should be detailed separately to terrestrial PAs as they tend to be much larger in size and have different cost st

Part 1.2 – Financial Analysis of the National Protected Area

Part 1.2 – Financial Analysis of the National Protected Area			
	2012 / 2013	2018	
Financial Analysis of the Sub-System or Network –[insert name of Sub-System or Network]	Baseline year (US\$) [1][2]	Year X(US\$) [3][4]	Comments Add the source of data and state confidence in data (low, medium, high)
x Available Finances[5]			
x (1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated for the PA system)	370272	447000	Forest managers' salary and for the provision of their skill and contribution of the National Forest Development Fund to the management of PA (Report of the study on the sustainable financing mechanism, PRAPT, 2017)
- operational budget (salaries, maintenance, fuel etc)		330000	
- infrastructure investment budget (roads, visitor centres etc)		117000	
x (2) Extra budgetary funding for PA management	-	-	Specify sources of funds
- Total of A + B -	1090044	1056076	
A. Funds channelled through government - total	760044	1056076	
- PA dedicated taxes			eg a conservation departure tax or water fees re-invested in PAs
- Trust Funds			Only include available funds for the year and not amounts contributed for capitalization
- Donor funds			
- Loans			
- Debt for nature swaps			
- Others			
B. Funds channelled through third party/independent institutional arrangements – total	330000	0	The Foundation Franz Weber which had been managing the Fazao Malfakassa NP for 25 years; withdrew its support to the NP
- Trust Funds			
- Donor funds			
- Loans			
- Others			
x (3) Total annual site based revenue generation across all PAs broken down by source[6]			Indicate total economic value of PAs (if studies available)[7]
- Total			
o A. Tourism entrance fees	0	0	Specify the number of visitors to the protected areas in year X - international:
o B. Other tourism and recreational related fees (camping, fishing permits etc)	500	0	Currently, there is no hunting, fishing or camping in PAs, however, these activities are regulated and could generate revenue for PAs.
o C. Income from concessions	0	0	Specify type of concession
o D. Payments for ecosystem services (PES)	0	0	Provide examples:
- water			
- carbon			
- biodiversity			
o E. Other non-tourism related fees and charges (specify each type of revenue generation mechanism)	0	0	
- scientific research fees			
- genetic patents			
- pollution charges			
- sale of souvenirs from state run shops			
o (4) Percentage of PA generated revenues retained in the PA system for re-investment[8]	20%	0%	It is likely that the value reported for 2012-2013 is incorrect, and that the actual value was actually 0%

			Specify whether PA generated revenues are retained directly in the PA system or are sent to
x	(5) Total finances available to the PA system [line item 1+2.A+2.B]+ [line item 3 * line item 4]	1460316	1503076
	Available for operations		
	Available for infrastructure investment		
x	Costs and Financing Needs		
x	(1) Total annual expenditure for PAs (all PA operating and investment costs and system level expenses)[9]		
			State any extraordinary levels of capital investment in a given year State degree of disbursement/executed – total annual expenditures as % of available If this % is low, state reasons:
	- by government		1342107 (89%) 479000
	- by independent/other channels		863107
x	(2) Estimation of PA system financing needs	-	-
			Where possible breakdown by terrestrial and marine sub-systems
x	A. Estimated financing needs for basic management costs (operational and investments) to be covered	2409521	2180000
	- PA central system level operational costs (salaries, office maintenance etc)		54000
	- PA site management operational costs		2126000
	- PA site infrastructure investment costs		
	- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)		These system capacity building needs are additional to daily operations but critical for system development and are often covered by donors
x	B. Estimated financing needs for optimal management costs (operational and investments) to be covered	4892059	2480000
	- PA central system level operational costs (salaries, office maintenance etc)		
	- PA site management operational costs		
	- PA site infrastructure investment costs		
	- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)		These system capacity building needs are additional to attaining basic management capacities and may entail additional scientific research, public communications, scholarships
x	C. Estimated financial needs to expand the PA systems to be fully ecologically representative	[if applicable]	[if applicable]
			Insert additional costs required for land purchase for new PAs:
	- basic management costs for new PAs		
	- optimal management costs for new PAs		
x	Annual financing gap (financial needs – available finances)[10]		
			Where possible breakdown by terrestrial and marine sub-systems
x	1. Net actual annual surplus/deficit[11]	-	-
x	2. Annual financing gap for basic management scenarios	-949205	-676924

	Operations			
	Infrastructure investment			
x	3. Annual financing gap for optimal management scenarios	-3431743	-976924	
	Operations			
	Infrastructure investment			
x	4. Annual financing gap for basic management of an expanded PA system (current network costs plus annual costs of adding more PAs)	[if applicable]	[if applicable]	
x	5. Projected annual financing gap for basic expenditure scenario in year X+5 ^{[12],[13]}	[if applicable]	[if applicable]	
x	Financial data collection needs			
	Specify main data gaps identified from this analysis:			
	Specify actions to be taken to fill data gaps ^[14] :			

[1] The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. Insert year eg 2007.

[2] Insert in footnote the local currency and exchange rate to US\$ and date of rate (eg US\$1=1000 colones, August 2007)

[3] X refers to the year the Scorecard is completed and should be inserted (eg 2008). For the first time the Scorecard is completed X will be the same as the baseline year. For subsequent years insert an additional c

[4] Insert in footnote the local currency and exchange rate to US\$ and date of rate

[5] This section unravels sources of funds available to PAs, categorized by (i) government core budget (line item 1), (ii) additional government funds (line item 2), and (iii) PA generated revenues (line item 3).

[6] This data should be the total for all the PA systems to indicate total revenues. If data is only available for a specific PA system specify which system

[7] Note this will include non monetary values and hence will differ (be greater) than revenues

[8] This includes funds to be shared by PAs with local stakeholders

[9] In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expendit

[10] Financing needs as calculated in (8) minus available financing total in (6)

[11] This will likely be zero but some PAs may have undisbursed funds and some with autonomous budgets may have deficits

[12] This data is useful to show the direction and pace of the PA system towards closing the finance gap. This line can only be completed if a long term financial analysis of the PA system has been undertaken for the

[13] As future costs are projected, initial consideration should be given to upcoming needs of PA systems to adapt to climate change which may include incorporating new areas into the PA system to facilitate habitat

[14] Actions may include (i) cost data based on site based management plans and extrapolation of site costs across a PA system and (ii) revenue and budget accounts and projections

[12] This data is useful to show the direction and pace of the PA system towards closing the finance gap. This line can only be completed if a long term financial analysis of the PA system has been undertaken for the

Part II of the scorecard is compartmentalized into three fundamental components for a fully functioning financial system at the site and system level – (i) legal, regulatory and institutional frameworks, (ii) business planning and tools for cost-effective management (eg accounting practices) and (iii) tools for revenue generation.

PART II: FINANCIAL SCORECARD – ASSESSING ELEMENTS OF THE FINANCING SYSTEM				
Component 1 – Legal, regulatory and institutional frameworks				
Element 1 – Legal, policy and regulatory support for revenue generation by PAs				
(i) Laws or policies are in place that facilitate PA revenue mechanisms	2	0: None 1: A few 2: Several 3: Fully	Specify the revenue generation mechanisms that are not permitted under the current legal framework:	1
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	1	0: None 1: A few 2: Several 3: Fully		1
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system				
(i) Laws or policies are in place for PA revenues to be retained by the PA system	2	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained: See Part 1.1	0
(ii) Laws or policies are in place for PA revenues to be retained at the PA site level	2	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained: See Part 1.2	0
(iii) Laws or policies are in place for revenue sharing at the PA site level with local stakeholders	2	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be shared: See Part 1.2	0
Element 3 - Legal and regulatory conditions for establishing Funds (endowment, sinking or revolving)[1]				
(i) A Fund has been established and capitalized to finance the PA system	2	0: No 1: Established 2: Established with limited capital 3: Established with adequate capital	The National Forest Development Fund is set up and finances the PAs. It is the same for the National Environment Fund which was set up by decree but not operational.	1
(ii) Funds have been created to finance specific PAs	1	0: No 1: Partially 2: Quite well 3: Fully	National Forest Development Fund (FNDF) and the National Environmental Fund (FNE)	1

(iii) Fund expenditures are integrated with national PA financial planning and accounting	2	0: No 1: Partially 2: Quite well 3: Fully	The National Investment Program for the Environment and Forest Resources follows its strategy based on the resources of these funds	2
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government				
(i) There are laws or policies which allow and regulate concessions for PA services	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		0
(ii) There are laws or policies which allow and regulate co-management of PAs	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		1
(iii) There are laws or policies which allow and regulate local government management of PAs	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		1
(iv) There are laws which allow, promote and regulate private reserves	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		1
Element 5 –National PA Financing Strategies				
(i) There are policies and/or regulations that exist for the following which should be part of a National PA Finance				
- Comprehensive financial data and plans for a standardized and coordinated cost accounting systems (both input and activity based accounting)	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	A document proposing a sustainable financing mechanism for PAs was developed and validated by all relevant stakeholders	2
- Revenue generation and fee levels across PAs	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	An institutional framework is being put in place to manage funds exclusively from PAs	1
- Allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	List the budget allocation criteria:	2
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs	1	1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		1
- PA management plans to include financial data or associated business plans	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory		2

(ii) Degree of formulation, adoption and implementation of a national financing strategy[2]	2	0: Not begun 1: In progress 2: Completed and adopted 3: Under implementation		2
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)				
(i) Economic valuation studies on the contribution of protected areas to local and national development are available	1	0: None 1: Partial 2: Satisfactory 3: Full	Studies on the economic role of PAs are available, as well as studies on the economic role of the forest sector that have been developed as part of the development of Togo's REDD + strategy.	1
(ii) PA economic valuation influences government decision makers	1	0: None 1: Partial 2: Satisfactory 3: Full	An interministerial committee dealing with, among other things, the management of PAs is set up	1
Element 7 - Improved government budgeting for PA systems				
(i) Government policy promotes budgeting for PAs based on financial need as determined by PA management plans	1	0: No 1: Partially 2: Yes		1
(ii) PA budgets includes funds to finance threat reduction strategies in buffer zones (eg livelihoods of communities living around the PA)[3]	1	0: No 1: Partially 2: Yes		1
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates	1	0: No 1: Partially 2: Yes	repeated question deleted.	1
(iv) Government plans to increase budget, over the long term, to reduce the PA financing gap	1	0: No 1: Partially 2: Yes		1
Element 8 - Clearly defined institutional responsibilities for financial management of PAs				
(i) Mandates of public institutions regarding PA finances are clear and agreed	1	0: None 1: Partial 2: Improving 3: Full		1
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level				
(i) Central level has sufficient economists and economic planners to improve financial sustainability of the system	1	0: None 1: Partial 2: Almost there 3: Full	State positions and describe roles:	1
(ii) There is an organizational structure (eg a dedicated unit) with sufficient authority and coordination to properly manage the finances of the PA system	1	0: None 1: Partial 2: Almost there 3: Full		0
(iii) At the regional and PA site level there is sufficient professional capacity to promote financial sustainability at site level	1	0: None 1: Partial 2: Almost there 3: Full	State positions and describe roles:	1

(iv) PA site manager responsibilities include, financial management, cost-effectiveness and revenue generation [4]	1	0: None 1: Partial 2: Almost there 3: Full		1
(v) Budgetary incentives motivate PA managers to promote site level financial sustainability (eg sites generating revenues do not necessarily experience budget cuts)	1	0: None 1: Partial 2: Almost there 3: Full	The status of foresters is developed and is being adopted with incentives or incentives for foresters	1
(vi) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation, fee collection and cost-effective management	1	0: None 1: Partial 2: Almost there 3: Full		1
(vii) There is capacity within the system for auditing PA finances	1	0: None 1: Partial 2: Almost there 3: Full		1
(viii) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	2	0: None 1: Partial 2: Almost there 3: Full		2
Total Score for Component 1	47	Actual score:		
	96	Total Possible: 96		
	49%	% achieved		
Component 2 – Business planning and tools for cost-effective management				
Element 1 – PA site-level management and business planning				
(i) Quality of PA management plans used, (based on conservation objectives, management needs and costs based on cost-effective analysis)	2	0: Does not exist 1: Poor 2: Decent 3: High quality		2
(ii) PA management plans are used at PA sites across the PA system	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	Specify if management plans are current or out-dated:	1
(iii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed across the PA system[5]	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage		0
(iv) Business plans are implemented across the PA system (degree of implementation measured by achievement of objectives)	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage		0
(v) Business plans for PAs contribute to system level planning and budgeting	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage		1

(vi) Costs of implementing management and business plans are monitored and contributes to cost-effective guidance and financial performance reporting	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage		1
Element 2 - Operational, transparent and useful accounting and auditing systems				
(i) There is a transparent and coordinated cost (operational and investment) accounting system functioning for the PA system	2	0: None 1: Partial 2: Near complete 3: Fully completed	Procurement procedures exist and are implemented	2
(ii) Revenue tracking systems for each PA in place and operational	1	0: None 1: Partial 2: Near complete 3: Fully completed		1
(iii) There is a system so that the accounting data contributes to system level planning and budgeting	1	0: None 1: Partial 2: Near complete 3: Fully completed		1
Element 3 - Systems for monitoring and reporting on financial management performance				
(i) All PA revenues and expenditures are fully and accurately reported by PA authorities to stakeholders	0	0: None 1: Partial 2: Near complete 3: Complete and operational		0
(ii) Financial returns on tourism related investments are measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	1	0: None 1: Partial 2: Near complete 3: Complete and operational		1
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority	1	0: None 1: Partial 2: Near complete 3: Complete and operational		1
(iv) A reporting and evaluation system is in place to show how effectively PAs use their available finances (ie disbursement rate and cost-effectiveness) to achieve management objectives	1	0: None 1: Partial 2: Near complete 3: Complete and operational		1
Element 4 - Methods for allocating funds across individual PA sites				
(i) National PA budget is allocated to sites based on agreed and appropriate criteria (eg size, threats, needs, performance)	1	0: No 1: Yes		1
(ii) Funds raised by co-managed PAs do not reduce government budget allocations where funding gaps still exist	1	0: No 1: Yes		1
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively[6]				
(i) Guidance on cost-effective management developed and being used by PA managers	1	0: Absent 1: Partially done 2: Almost done 3: Fully		1

(ii) Inter-PA site level network exist for PA managers to share information with each other on their costs, practices and impacts	2	0: Absent 1: Partially done 2: Almost done 3: Fully		2
(iii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	1	0: Absent 1: Partially done 2: Almost done 3: Fully		1
(iv) Monitoring and learning systems of cost-effectiveness are in place and feed into system management policy and planning	0	0: Absent 1: Partially done 2: Almost done 3: Fully		0
(v) PA site managers are trained in financial management and cost-effective management	1	0: Absent 1: Partially done 2: Almost done 3: Fully		1
(vi) PA financing system facilitates PAs to share costs of common practices with each other and with PA headquarters[7]	0	0: Absent 1: Partially done 2: Almost done 3: Fully		0
Total Score for Component 2	19	Actual score:		
	59	Total Possible: 59		
	32%	% achieved		
Component 3 – Tools for revenue generation by PAs				
Element 1 - Number and variety of revenue sources used across the PA system				
(i) An up-to-date analysis of revenue options for the country complete and available including feasibility studies;	0	0: None 1: Partially 2: A fair amount 3: Optimal		-1
(ii) There is a diverse set of sources and mechanisms, generating funds for the PA system	2	0: None 1: Partially 2: A fair amount 3: Optimal	Suggested benchmarks for a diversified portfolio of financial mechanisms for the PA system: Partial – 1-2 Fair amount – 3-4	2
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	0	0: None 1: Partially 2: A fair amount 3: Optimal		0
(iv) PAs enable local communities to generate revenues, resulting in reduced threats to the PAs	1	0: None 1: Partially 2: A fair amount 3: Optimal		1
Element 2 - Setting and establishment of user fees across the PA system				
(i) A system wide strategy and action plan for user fees is complete and adopted by government	0	0: None 1: Partially 2: Satisfactory 3: Fully	If PA sites have tariffs but there is no system strategy score as partial:	0
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	0	0: None 1: Partially 2: Satisfactory 3: Fully		0

(iii) Tourism related infrastructure investment is proposed and developed for PA sites across the network based on analysis of revenue potential and return on investment [8]	0	0: None 1: Partially 2: Satisfactory 3: Fully		0
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst not threatening PA conservation objectives	0	0: None 1: Partially 2: Satisfactory 3: Fully		0
(v) Non tourism user fees are applied and generate additional revenue	1	0: None 1: Partially 2: Satisfactory 3: Fully		1
Element 3 - Effective fee collection systems				
(i) System wide guidelines for fee collection are complete and approved by PA authorities	0	0: None 1: Partially 2: Completely 3: Operational		0
(ii) Fee collection systems are being implemented at PA sites in a cost-effective manner	0	0: None 1: Partially 2: Completely 3: Operational		0
(iii) Fee collection systems are monitored, evaluated and acted upon	0	0: None 1: Partially 2: Completely 3: Operational		0
(iv) PA visitors are satisfied with the professionalism of fee collection and the services provided	0	0: None 1: Partially 2: Completely	This can be done through visitor surveys. Not done yet.	0
Element 4 - Communication strategies to increase public awareness about the rationale for revenue generation mechanisms				
(i) Communication campaigns for the public about tourism fees, conservation taxes etc are widespread and high profile at national level	0	0: None 1: Partially 2: Satisfactory 3: Fully		0
(i) Communication campaigns for the public about PA fees are in place at PA site level	1	0: None 1: Partially 2: Satisfactory 3: Fully		1
Element 5 - Operational PES schemes for PAs[9]				
(i) A system wide strategy and action plan for PES is complete and adopted by government	0	0: None 1: Partially 2: Progressing 3: Fully		0
(ii) Pilot PES schemes at select PA sites developed	0	0: None 1: Partially 2: Progressing 3: Fully		0
(iii) Operational performance of pilots is monitored, evaluated and reported	0	0: None 1: Partially 2: Progressing 3: Fully		0

(iv) Scale up of PES across the PA system is underway	0	0: None 1: Partially 2: Progressing 3: Fully		0
Element 6 - Concessions operating within PAs[10]				
(i) A system wide strategy and implementation action plan is complete and adopted by government for concessions	2	0: None 1: Partially 2: Progressing 3: Fully		1
(ii) Concession opportunities are operational at pilot PA sites	2	0: None 1: Partially 2: Progressing 3: Fully		1
(iii) Operational performance (environmental and financial) of pilots is monitored, evaluated, reported and acted upon	1	0: None 1: Partially 2: Progressing 3: Fully		0
(iv) Scale up of concessions across the PA system is underway	1	0: None 1: Partially 2: Progressing 3: Fully		1
Element 7 - PA training programmes on revenue generation mechanisms				
(1) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	2	0: None 1: Limited 2: Satisfactory 3: Extensive	A training program was developed by the Ministry of the Environment in 2017	2
Total Score for Component 3	13	Actual score:		
	71	Total Possible: 71		
	18%	% achieved		

[1] This element can be omitted in countries where a PA system does not require a Trust Fund due to robust financing within government

[2] A national PA Financing Strategy will include targets, policies, tools and approaches

[3] This could include budgets for development agencies and local governments for local livelihoods

[4] These responsibilities should be found in the Terms of Reference for the posts

[5] A PA Business Plan is a plan that analyzes and identifies the financial gap in a PA's operations, and presents opportunities to mitigate that gap through operational cost efficiencies or revenue generation schemes

[6] Cost-effectiveness is broadly defined as maximizing impact from amount invested and achieving a target impact in the least cost manner. It is not about lowering costs and resulting impacts.

[7] This might include aerial surveys, marine pollution monitoring, economic valuations etc.

[8] As tourism infrastructure increases within PAs and in turn increases visitor numbers and PA revenues the score for this item should be increased in proportion to its importance to funding the PA system.

[9] Where PES is not appropriate or feasible for a PA system take 12 points off total possible score for the PA system

[10] Concessions will be mainly for tourism related services such as visitor centres, giftshops, restaurants, transportation etc

Part III summarizes the total scores and percentages scored by the country in any given year when the exercise is completed. It shows the total possible score and the total

PART III- FINANCIAL SCORECARD – SCORING AND MEASURING PROGRESS

Total Score for PA System	79
Total Possible Score	220
Actual score as a percentage of the total possible score	36%
Percentage scored in previous year or previous time the scorecard was applied [1]	7%

[1] Insert NA if this is first year of completing scorecard.

Annex I – Revenue Projection Estimates

This table should be filled out to supplement data presented on revenue generation in both Part I and II.

Fees and other revenue generation mechanisms	Current fee levels	Current revenues	Proposed fee level	Estimated revenue
This would require a more sophisticated analysis, which will not be done at this stage, but will be commended later this year with appropriate technical				
Total				

Annex II – Policy Reform and Strengthening

This Table should be filled out to complement information provided in Part II, Component I on the policy and legislative frameworks. This table presents the list all policies to be reformed, established or strengthened to improve the PA financing system

Policy/Law	Justification for change or new policy/law	Recommended changes	Proposed Timeframe
The political crisis in Mali has halted much of the policy development process.			
Completing this part would require a more sophisticated analysis, which will not be done at this stage, but will be commended later this year with appropriate technical assistance.			
The PRODOC contains a thorough policy analysis. Refer also to technical reports prepared at the baseline, in particular the one on PA finance	Link		

changes and migration

» country

BASELINE Questionnaire for Togo

Component 1 – Legal, regulatory and institutional frameworks	Scores	Element Scores	COMMENT		
<i>Element 1 – Legal, policy and regulatory support for revenue generation by PAs</i>		1			
(i) Laws are in place that facilitate PA revenue mechanisms	1				
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote	0				
<i>Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system</i>		6			
(i) Laws, policies and procedures are in place for PA revenues to be retained by the PA	2	Not functional because PA are not functional			
(ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at	2				
(iii) Laws, policies and procedures are in place for revenue sharing at the PA site level w	2				
<i>Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking fun</i>		1			
(i) A Fund has been established and capitalized to finance the PA system	1				
(ii) Funds have been created to finance specific PAs	0	No funds available			

(iii) Funds are integrated into the national PA financing systems	0				
<i>Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA m</i>		4			
(i) There are laws which allow and regulate delegation of PA management and associat	1	dopted 19th June 2008), examination of legal application texts in ongoing			
(ii) There are laws which allow and regulate delegation of PA management and associat	1				
(ii) There are laws which allow and regulate delegation of PA management and associat	1				
(iv) There are laws which allow private reserves	1				
<i>Element 5 - National PA financing strategies</i>		0	Different questions not present in previous version and different order		
(ii) The inclusion within the national PA financing strategy of key policies:	x				
- Revenue generation and fee levels across PAs	0				
- Criteria for allocation of PA budgets to PA sites (business plans, performance etc)	0				
- Safeguards to ensure that revenue generation does not adversely affect conservation	0				
- Requirements for PA management plans to include financial sections or associated bu	0				
Questions not present in previous version					

(i) Degree of formulation, adoption and implementation of a national financing strategy	0				
<i>Element 6 - Economic valuation of protected area systems</i>		0			
(i) Economic data on the contribution of protected areas to local and national development	0				
(ii) PA economic values are recognized across government	0				
<i>Element 7 - Improved government budgeting for PA systems</i>		0			
(i) Policy of the Treasury towards budgeting for the PA system provides for increased m	0				
(ii) Policy promotes budgeting for PAs based on financial need as determined by PA ma	0				
(iii) There are policies that PA budgets should include funds for the livelihoods of commu	0				
Questions not present in previous version					
<i>Element 8 - Clearly defined institutional responsibilities for PA management and financing</i>		0			
(i) Mandates of institutions regarding PA finances are clear and agreed	0				
<i>Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level</i>		1	Different questions not present in previous version and different order		
(i) There are sufficient number of positions for economists and financial planners and an	0	Similar question but not the same			
(ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generatio	1				
(iii) Laws and regulations motivate PA managers to promote site level financial sustaina	0		Today centralized budget		

(iv) Performance assessment of PA site managers includes assessment of sound financial management	0				
(v) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	0				
Questions not present in previous version					
Questions not present in previous version					
Questions not present in previous version					
Baseline Component 1	13	13			

79
16%

Component 2 – Business planning and tools for cost-effective management	Scores	Element Scores	COMMENT		
<i>Element 1 – PA site-level business planning</i>		0			Different questions not present in previous version and different order
(i) PA management plans showing objectives, needs and costs are prepared across the system	0				
(ii) Business plans, based on standard formats and linked to PA management plans and budgets are prepared for all appropriate PA sites	0				
(iii) Business plans are implemented at the pilot sites	0				
(iv) Business plans are developed for all appropriate PA sites	0				
(v) Financing gaps identified by business plans for PAs contribute to system level planning	0				

(vi) Costs of implementing business plans are monitored and contributes to cost-effectiveness	0				
<i>Element 2 - Operational, transparent and useful accounting and auditing systems</i>		0			
(ii) There is a transparent and coordinated cost and investment accounting system operational	0				
(iii) Revenue tracking systems for each PA in place and operational	0				
(iv) There is a system so that the accounting data contributes to national reporting	0				
<i>Element 3 - Systems for monitoring and reporting on financial management performance</i>		0			
(i) All PA revenues and expenditures are fully and accurately reported by government authorities	0				
(ii) Financial returns on investments from capital improvements measured and reported, and used to inform future investments	0				
(iii) A monitoring and reporting system in place to show how and why funds are allocated	0				
(iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness)	0				
<i>Element 4 - Methods for allocating funds across individual PA sites</i>		0			
(i) National PA budget is appropriately allocated to sites based on criteria agreed in national policy	0	no national financing strategy			
(ii) Policy and criteria for allocating funds to co-managed PAs complement site based funding	0	early stage for co-managed sites, no clear policy in place			
<i>Element 5 - Training and support networks to enable PA managers to operate more cost-effectively</i>		0			
(i) Guidance on cost-effective management developed and being used by PA managers	0	cost-effectiveness not a concept in current use (except in GEF projects - Gourma)			

question dropped from current version (i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for

(ii) Operational and investment cost comparisons between PA sites complete, available	0	ation among different PA managements			
(iii) Monitoring and learning systems of cost-effectiveness are in place and feed into man	0				
(iv) PA site managers are trained in financial management and cost-effective managem	0	o PA management training			
(v) PA site managers share costs of common practices with each other and with PA hea	0	no PA service			
Questions not present in previous version					
Baseline Component 2	0	0	with the dropped question		
	61				
	0%				
Component 3 – Tools for revenue generation	Scores	Element Scores	COMMENT		
<i>Element 1 - Number and variety of revenue sources used across the PA system</i>		1			
(i) An up-to-date analysis of all revenue options for the country complete and available in	1	lized 2000-2005 in the frame of the creation of a forestry fund			
(ii) There is a diverse set of sources and mechanisms generating funds for the PA syste	0				
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greate	0				
Questions not present in previous version					
<i>Element 2 - Setting and establishment of user fees across the PA system</i>		0			
(i) A system wide strategy and implementation plan for user fees is complete and adopte	0				
(ii) The national tourism industry and Ministry are supportive and are partners in the PA	0				

(iii) Tourism related infrastructure investment is proposed and is made for PA sites across	0				
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst	0				
(v) Non tourism user fees are applied and generate additional revenue	0				
<i>Element 3 - Effective fee collection systems</i>		0			
(i) A system wide strategy and implementation plan for fee collection is complete and ad	0	uses in the frame of PA concessions are not respected			
Questions not present in previous version					
Questions not present in previous version					
Questions not present in previous version					
<i>Element 4 - Marketing and communication strategies for revenue generation mechanisms</i>		0			
(i) Communication campaigns and marketing for the public about the tourism fees, new	0	No promotion materiel produced for marketing			
Questions not present in previous version					
<i>Element 5 - Operational PES schemes for PAs[16]</i>		0			
(i) A system wide strategy and implementation plan for PES is complete and adopted by	0				
(ii) Pilot PES schemes at select sites developed	0				
(iii) Operational performance of pilots is evaluated and reported	0				

(iv) Scale up of PES across the PA system is underway	0				
<i>Element 6 - Operational concessions within PAs</i>		3			
(i) A system wide strategy and implementation plan complete and adopted by government	1	ation of MERF documents by the government is ongoing			
(ii) Concession opportunities are identified at appropriate PA sites across the PA system	1	ion Franz Weber (PA Fazao-Malfakassa) and Société Togo-Faune (PA Djamdè)			
(iii) Concession opportunities are operational at pilot sites	1	urism and PA management worked in Oti-Kéran until 1990 (socio-political troubles)			
(iv) Operational performance of pilots is evaluated, reported and acted upon	0				
<i>Element 7 - PA training programmes on revenue generation mechanisms</i>		0			
(i) Training courses run by the government and other competent organizations for PA ma	0				
Baseline Component 3	4	4			

57
7%

Baseline Results by Scorecard Component	Points	Total Possible	Percentage	
Component 1 – Legal, regulatory and institutional frameworks	7	79	9%	16%
Component 2 – Business planning and tools for cost-effective management	4	61	7%	0%
Component 3 – Tools for revenue generation	3	57	5%	7%
Total Score	14	197	7%	

0	only for well funded projects - otherwise nothing
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