

Original 220 C	E	scores present	Components and Elements
1	1	0	<b>Component 1 – Legal, regulatory and institutional frameworks</b>
2	1	1	
3	1	1	<i>Element 1 – Legal, policy and regulatory support for revenue generation by</i>
4	1	1	
5	1	1 x	(i) Laws are in place that facilitate PA revenue mechanisms
6	1	1 x	(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist
7	1	2	<i>Element 2 - Legal, policy and regulatory support for revenue retention and s</i>
8	1	2	
9	1	2 x	(i) Laws, policies and procedures are in place for PA revenues to be retained
10	1	2 x	(ii) Laws, policies and procedures are in place for PA revenues to be retained
11	1	2 x	(iii) Laws, policies and procedures are in place for revenue sharing at the PA
12	1	3	<u>Element 3 - Legal and regulatory conditions for establishing Funds (trust fun</u>
13	1	3	
14	1	3 x	(i) A Fund have been established and capitalized to finance the PA system
15	1	3	
16	1	3 x	(ii) Funds have been created to finance specific PAs
17	1	3	
18	1	3 x	(iii) Funds are integrated into the national PA financing systems
19	1	3	
20	1	4	<i>Element 4 - Legal, policy and regulatory support for alternative institutional a</i>
21	1	4	
22	1	4 x	(i) There are laws which allow and regulate delegation of PA management a
23	1	4 x	(ii) There are laws which allow and regulate delegation of PA management a
24	1	4 x	(ii) There are laws which allow and regulate delegation of PA management a
25	1	4 x	(iv) There are laws which allow private reserves
26	1	5	<i>Element 5 - National PA financing strategies</i>
27	1	5	
28	1	5 x	(i) Degree of formulation, adoption and implementation of a national financin
29	1	5 x	(ii) The inclusion within the national PA financing strategy of key policies:
30	1	5	
31	1	5 x	- Revenue generation and fee levels across PAs
32	1	5 x	- Criteria for allocation of PA budgets to PA sites (business plans, performa
33	1	5 x	- Safeguards to ensure that revenue generation does not adversely affect co
34	1	5 x	- Requirements for PA management plans to include financial sections or as
35	1	6	<i>Element 6 - Economic valuation of protected area systems (ecosystem serv</i>
36	1	6	
37	1	6 x	(i) Economic data on the contribution of protected areas to local and nationa
38	1	6 x	(ii) PA economic values are recognized across government
39	1	7	<i>Element 7 - Improved government budgeting for PA systems</i>
40	1	7	
41	1	7 x	(i) Policy of the Treasury towards budgeting for the PA system provides for
42	1	7 x	(ii) Policy promotes budgeting for PAs based on financial need as determin
43	1	7 x	(iii) There are policies that PA budgets should include funds for the livelihood
44	1	8	<i>Element 8 - Clearly defined institutional responsibilities for PA management</i>
45	1	8	
46	1	8 x	(i) Mandates of institutions regarding PA finances are clear and agreed
47	1	8	
48	1	9	<i>Element 9 - Well-defined staffing requirements, profiles and incentives at sit</i>
49	1	9	
50	1	9 x	(i) There are sufficient number of positions for economists and financial plan
51	1	9 x	(ii) Terms of Reference (TORs) for PA staff include responsibilities for rever
52	1	9 x	(iii) Laws and regulations motivate PA managers to promote site level financ
53	1	9	(e.g. a portion of site generated revenues are allowed to be maintained for o
54	1	9 x	(iv) Performance assessment of PA site managers includes assessment of
55	1	9 x	(v) PA managers have the possibility to budget and plan for the long-term (e
56	1	0	Total Score for Component 1
57	2	0	<b>Component 2 – Business planning and tools for cost-effective manage</b>

58	2	0	
59	2	1	<i>Element 1 – PA site-level business planning</i>
60	2	1	
61	2	1 x	(i) PA management plans showing objectives, needs and costs are prepared
62	2	1 x	(ii) Business plans, based on standard formats and linked to PA management
63	2	1 x	(iii) Business plans are implemented at the pilot sites
64	2	1	(degree of implementation measured by achievement of objectives)
65	2	1 x	(iv) Business plans are developed for all appropriate PA sites
66	2	1	(business plans will not be useful for PAs with no potential to generate revenue)
67	2	1 x	(v) Financing gaps identified by business plans for PAs contribute to system
68	2	1 x	(vi) Costs of implementing business plans are monitored and contributes to
69	2	2	<i>Element 2 - Operational, transparent and useful accounting and auditing systems</i>
70	2	2	
71	2	2 x	(i) Policy and regulations require comprehensive, coordinated cost accounting
72	2	2 x	(ii) There is a transparent and coordinated cost and investment accounting system
73	2	2 x	(iii) Revenue tracking systems for each PA in place and operational
74	2	2 x	(iv) There is a system so that the accounting data contributes to national reporting
75	2	3	<i>Element 3 - Systems for monitoring and reporting on financial management</i>
76	2	3	
77	2	3 x	(i) All PA revenues and expenditures are fully and accurately reported by government
78	2	3 x	(ii) Financial returns on investments from capital improvements measured and reported
79	2	3 x	(iii) A monitoring and reporting system in place to show how and why funds are spent
80	2	3 x	(iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness)
81	2	4	<i>Element 4 - Methods for allocating funds across individual PA sites</i>
82	2	4	
83	2	4 x	(i) National PA budget is appropriately allocated to sites based on criteria agreed
84	2	4 x	(ii) Policy and criteria for allocating funds to co-managed PAs complement system
85	2	5	<i>Element 5 - Training and support networks to enable PA managers to operate effectively</i>
86	2	5	
87	2	5 x	(i) Guidance on cost-effective management developed and being used by PA managers
88	2	5 x	(ii) Operational and investment cost comparisons between PA sites complete and
89	2	5 x	(iii) Monitoring and learning systems of cost-effectiveness are in place and functioning
90	2	5 x	(iv) PA site managers are trained in financial management and cost-effectiveness
91	2	5 x	<a href="#">(v) PA site managers share costs of common practices with each other and</a>
92	2	0	<b>Total Score for Component 2</b>
93	3	0	<b>Component 3 – Tools for revenue generation</b>
94	3	1	<i>Element 1 - Number and variety of revenue sources used across the PA system</i>
95	3	1	
96	3	1 x	(i) An up-to-date analysis of all revenue options for the country complete and
97	3	1 x	(ii) There is a diverse set of sources and mechanisms generating funds for tourism
98	3	1 x	(iii) PAs are operating revenue mechanisms that generate positive net revenue
99	3	2	<i>Element 2 - Setting and establishment of user fees across the PA system</i>
100	3	2	
101	3	2 x	(i) A system wide strategy and implementation plan for user fees is complete and
102	3	2 x	(ii) The national tourism industry and Ministry are supportive and are partners
103	3	2 x	<a href="#">(iii) Tourism related infrastructure investment is proposed and is made for PAs</a>
104	3	2 x	(iv) Where tourism is promoted PA managers can demonstrate maximum revenue
105	3	2 x	(v) Non tourism user fees are applied and generate additional revenue
106	3	3	<i>Element 3 - Effective fee collection systems</i>
107	3	3	
108	3	3 x	(i) A system wide strategy and implementation plan for fee collection is complete and
109	3	4	<i>Element 4 - Marketing and communication strategies for revenue generation</i>
110	3	4	
111	3	4 x	(i) Communication campaigns and marketing for the public about the tourism
112	3	5	<a href="#">Element 5 - Operational PES schemes for PAs[4]</a>
113	3	5	
114	3	5 x	(i) A system wide strategy and implementation plan for PES is complete and
115	3	5 x	(ii) Pilot PES schemes at select sites developed
116	3	5 x	(iii) Operational performance of pilots is evaluated and reported

117	3	5 x	(iv) Scale up of PES across the PA system is underway
118	3	6	<i>Element 6 - Operational concessions within PAs</i>
119	3	6	
120	3	6 x	(i) A system wide strategy and implementation plan complete and adopted by
121	3	6 x	(ii) Concession opportunities are identified at appropriate PA sites across the
122	3	6 x	(iii) Concession opportunities are operational at pilot sites
123	3	6 x	(iv) Operational performance of pilots is evaluated, reported and acted upon
124	3	7	<i>Element 7 - PA training programs on revenue generation mechanisms</i>
125	3	7	
126	3	7 x	(i) Training courses run by the government and other competent organizations
127	3	0	<b>Total Score for Component 3</b>

Comments	
Pas	
1	
0	
haring within the PA system	
2	Not functional because PA are not functional
2	
2	
<a href="#">ds, sinking funds or revolving funds)</a>	
1	
0	No funds available
0	
arrangements for PA management to reduce cost burden to government	
1	New forestry code (adopted 19 <sup>th</sup> June 2008), examination of legal application texts in ongoing
1	
1	
1	
0	
0	
0	
0	
0	
ices, tourism based employment etc)	
0	Data collection until the social-political troubles 1990, no economic exploitation of PA since this time
1	Values recognized by other ministries at national level, but locally ignored for political (election) interests
0	
0	
0	
and financing	
0	
e and system level	
0	
1	
0	Today centralized budget
n-site re-investment and that such finances are additional to government budgets and not substitution)	
0	
0	
ment	



0	
1	Examination of MERF documents by the government is ongoing
1	2 concessions exist: Foundation Franz Weber (PA Fazao-Malfakassa) and Société Togo-Faune (PA Djamdè)
1	A South-African company for tourism and PA management worked in Oti-Kéran until 1990 (socio-political troubles)
0	
0	

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