



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
National System of PAs					
Sub-system					
PA sub-system 1 - insert name					
PA sub-system 2 - insert name					
Additional Sub-Systems					
Network					
Network 1 - insert name					
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 structures

Part 1.2 - Financial Analysis of the National Protected Area System

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)
Available Finances[5]			
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated for the PA system)			
- operational budget (salaries, maintenance, fuel etc)			
- infrastructure investment budget (roads, visitor centres etc)			
(2) Extra budgetary funding for PA management			Specify sources of funds
- Total of A + B -			
A. Funds channelled through government - total			

- 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			
- Trust Funds			
- Donor funds			
- Loans			
- Others			
(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			
A. Tourism entrance fees			Specify the number of visitors to the protected areas in year X - international: - national: Specify fee levels: Estimate % of overall fees generated by most popular PAs within the system (as often a high % of fees may be generated by only one or two PA sites): Estimate total revenues possible if fee level raised:
B. Other tourism and recreational related fees (camping, fishing permits etc)			Specify purpose and level of fees:
C. Income from concessions			Specify type of concession
D. Payments for ecosystem services (PES)			Provide examples:
- water			
- carbon			
- biodiversity			
E. Other non-tourism related fees and charges (specify each type of revenue generation mechanism)			
- scientific research fees			
- genetic patents			
- pollution charges			
- sale of souvenirs from state run shops			
(4) Percentage of PA generated revenues retained in the PA system for re-investment[8]			
			Specify whether PA generated revenues are retained directly in the PA system or are sent to government and then returned back to the PA system
(5) Total finances available to the PA system [line item 1+2.A+2.B]+ [line item 3 * line item 4]			
Available for operations			
Available for infrastructure investment			
Costs and Financing Needs			

(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 finances (line item 5.)
			If this % is low, state reasons:
- by government			
- by independent/other channels			
(2) Estimation of PA system financing needs			Where possible breakdown by terrestrial and marine sub-systems
A. Estimated financing needs for <i>basic</i> management costs (operational and investments) to be covered			Summarize methodology used to make estimate (eg costs detailed at certain sites and then extrapolated for system)
- 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 daily operations but critical for system development and are often covered by donors
B. Estimated financing needs for <i>optimal</i> management costs (operational and investments) to be covered			Summarize methodology used to make estimate
- 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 etc)
C. Estimated financial needs to expand the PA systems to be fully ecologically representative			Insert additional costs required for land purchase for new PAs:
- basic management costs for new PAs			
- optimal management costs for new PAs			
Annual financing gap (financial needs - available finances)[10]			Where possible breakdown by terrestrial and marine sub-systems
1. Net actual annual surplus/deficit[11]			
2. Annual financing gap for basic management scenarios			
Operations			
Infrastructure investment			
3. Annual financing gap for optimal management scenarios			
Operations			
Infrastructure investment			
4. Annual financing gap for basic management of an expanded PA system (current network costs plus annual costs of adding more PAs)			
5. Projected annual financing gap for basic expenditure scenario in year X+5 ^{[12],[13]}			

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 column to present t

[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 expenditures can be made

[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 country

[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 changes and migr

[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

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.

COMPONENT 1: LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORKS THAT ENABLE SUSTAINABLE PA FINANCING

Legal, policy, regulatory and institutional frameworks affecting PA financing systems need to be clearly defined and supportive of effective financial planning, revenue generation, revenue retention and management. Institutional responsibilities must be clearly delineated and agreed, and an enabling policy and legal environment in place. Institutional governance structures must enable and require the use of effective, transparent mechanisms for allocation, management and accounting of revenues and expenditures.

COMPONENT 2: BUSINESS PLANNING AND TOOLS FOR COST-EFFECTIVE MANAGEMENT

Financial planning, accounting and business planning are important tools for cost-effective management when undertaken on a regular and systematic basis. Effective financial planning requires accurate knowledge not only of revenues, but also of expenditure levels, patterns and investment requirements. Options for balancing the costs/revenues equation should include equal consideration of revenue increases and cost control. Good financial planning enables PA managers to make strategic financial decisions such as allocating spending to match management priorities, and identifying appropriate cost reductions and potential cash flow problems.

Improved planning can also help raise more funds as donors and governments feel more assured that their funds will be more effectively invested in the protected area system.

COMPONENT 3: TOOLS FOR REVENUE GENERATION AND MOBILIZATION

PA systems must be able to attract and take advantage of all existing and potential revenue mechanisms within the context of their overall management priorities. Diversification of revenue sources is a powerful strategy to reduce vulnerability to external shocks and dependency on limited government budgets. Sources of revenue for protected area systems can include traditional funding sources - tourism entrance fees - along with innovative ones such as debt swaps, tourism concession arrangements, payments for water and carbon services and in some cases, carefully controlled levels of resource extraction.

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		0: None 1: A few 2: Several 3: Fully	Specify the revenue generation mechanisms that are not permitted under the current legal framework:
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing		0: None 1: A few 2: Several 3: Fully	
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		0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained:
(ii) Laws or policies are in place for PA revenues to be retained at the PA site level		0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained:
(iii) Laws or policies are in place for revenue sharing at the PA site level with local stakeholders		0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be shared:
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		0: No 1: Established 2: Established with limited capital 3: Established with adequate capital	
(ii) Funds have been created to finance specific PAs		0: No 1: Partially 2: Quite well 3: Fully	
(iii) Fund expenditures are integrated with national PA financial planning and accounting		0: No 1: Partially 2: Quite well 3: Fully	
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		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
(ii) There are laws or policies which allow and regulate co-management of PAs		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
(iii) There are laws or policies which allow and regulate local government management of PAs		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	

(iv) There are laws which allow, promote and regulate private reserves		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
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 Strategy:			
- Comprehensive financial data and plans for a standardized and coordinated cost accounting systems (both input and activity based accounting)		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
- Revenue generation and fee levels across PAs		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	Specify the tariff levels for the PAs:
- Allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	List the budget allocation criteria:
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
- PA management plans to include financial data or associated business plans		0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	
(ii) Degree of formulation, adoption and implementation of a national financing strategy[2]		0: Not begun 1: In progress 2: Completed and adopted 3: Under implementation	
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		0: None 1: Partial 2: Satisfactory 3: Full	Provide summary data from studies:
(ii) PA economic valuation influences government decision makers		0: None 1: Partial 2: Satisfactory 3: Full	Specify ministries that have been influenced:
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		0: No 1: Partially 2: Yes	
(ii) PA budgets includes funds to finance threat reduction strategies in buffer zones (eg livelihoods of communities living around the PA)[3]		0: No 1: Partially 2: Yes	
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates		0: No 1: Partially 2: Yes	
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates		0: No 1: Partially 2: Yes	
(iv) Government plans to increase budget, over the long term, to reduce the PA financing gap		0: No 1: Partially 2: Yes	
Element 8 - Clearly defined institutional responsibilities for financial management of PAs			
(i) Mandates of public institutions regarding PA finances are clear and agreed		0: None 1: Partial 2: Improving 3: Full	
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		0: None 1: Partial 2: Almost there 3: Full	State positions and describe roles:
(ii) There is an organizational structure (eg a dedicated unit) with sufficient authority and coordination to properly manage the finances of the PA system		0: None 1: Partial 2: Almost there 3: Full	
(iii) At the regional and PA site level there is sufficient professional capacity to promote financial sustainability at site level		0: None 1: Partial 2: Almost there 3: Full	State positions and describe roles:
(iv) PA site manager responsibilities include, financial management, cost-effectiveness and revenue generation [4]		0: None 1: Partial 2: Almost there 3: Full	
(v) Budgetary incentives motivate PA managers to promote site level financial sustainability (eg sites generating revenues do not necessarily experience budget cuts)		0: None 1: Partial 2: Almost there 3: Full	
(vi) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation, fee collection and cost-effective management		0: None 1: Partial 2: Almost there 3: Full	

(vii) There is capacity within the system for auditing PA finances		0: None 1: Partial 2: Almost there 3: Full	
(viii) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)		0: None 1: Partial 2: Almost there 3: Full	
Total Score for Component 1		Actual score:	
		Total Possible: 90	
		% 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)		0: Does not exist 1: Poor 2: Decent 3: High quality	
(ii) PA management plans are used at PA sites across the PA system		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:
(iii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed across the PA system[5]		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	
(iv) Business plans are implemented across the PA system (degree of implementation measured by achievement of objectives)		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	
(v) Business plans for PAs contribute to system level planning and budgeting		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	

(vi) Costs of implementing management and business plans are monitored and contributes to cost-effective guidance and financial performance reporting		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	
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		0: None 1: Partial 2: Near complete 3: Fully completed	
(ii) Revenue tracking systems for each PA in place and operational		0: None 1: Partial 2: Near complete 3: Fully completed	
(iii) There is a system so that the accounting data contributes to system level planning and budgeting		0: None 1: Partial 2: Near complete 3: Fully completed	
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: None 1: Partial 2: Near complete 3: Complete and operational	
(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)		0: None 1: Partial 2: Near complete 3: Complete and operational	
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority		0: None 1: Partial 2: Near complete 3: Complete and operational	
(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		0: None 1: Partial 2: Near complete 3: Complete and operational	
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)		0: No 1: Yes	
(ii) Funds raised by co-managed PAs do not reduce government budget allocations where funding gaps still exist		0: No 1: Yes	
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		0: Absent 1: Partially done 2: Almost done 3: Fully	
(ii) Inter-PA site level network exist for PA managers to share information with each other on their costs, practices and impacts		0: Absent 1: Partially done 2: Almost done 3: Fully	
(iii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance		0: Absent 1: Partially done 2: Almost done 3: Fully	
(iv) Monitoring and learning systems of cost-effectiveness are in place and feed into system management policy and planning		0: Absent 1: Partially done 2: Almost done 3: Fully	
(v) PA site managers are trained in financial management and cost-effective management		0: Absent 1: Partially done 2: Almost done 3: Fully	
(vi) PA financing system facilitates PAs to share costs of common practices with each other and with PA headquarters[7]		0: Absent 1: Partially done 2: Almost done 3: Fully	
Total Score for Component 2		Actual score:	
		Total Possible: 59	
		% 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: None 1: Partially 2: A fair amount 3: Optimal	
(ii) There is a diverse set of sources and mechanisms, generating funds for the PA system		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 Optimal - 5 or more List the mechanisms:
(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: None 1: Partially 2: A fair amount 3: Optimal	
(iv) PAs enable local communities to generate revenues, resulting in reduced threats to the PAs		0: None 1: Partially 2: A fair amount 3: Optimal	
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: None 1: Partially 2: Satisfactory 3: Fully	If PA sites have tariffs but there is no system strategy score as partial:
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes		0: None 1: Partially 2: Satisfactory 3: Fully	
(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: None 1: Partially 2: Satisfactory 3: Fully	
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst not threatening PA conservation objectives		0: None 1: Partially 2: Satisfactory 3: Fully	
(v) Non tourism user fees are applied and generate additional revenue		0: None 1: Partially 2: Satisfactory 3: Fully	
Element 3 - Effective fee collection systems			
(i) System wide guidelines for fee collection are complete and approved by PA authorities		0: None 1: Partially 2: Completely 3: Operational	
(ii) Fee collection systems are being implemented at PA sites in a cost-effective manner		0: None 1: Partially 2: Completely 3: Operational	
(iii) Fee collection systems are monitored, evaluated and acted upon		0: None 1: Partially 2: Completely 3: Operational	
(iv) PA visitors are satisfied with the professionalism of fee collection and the services provided		0: None 1: Partially 2: Completely	This can be done through visitor surveys
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: None 1: Partially 2: Satisfactory 3: Fully	
(i) Communication campaigns for the public about PA fees are in place at PA site level		0: None 1: Partially 2: Satisfactory 3: Fully	
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: None 1: Partially 2: Progressing 3: Fully	
(ii) Pilot PES schemes at select PA sites developed		0: None 1: Partially 2: Progressing 3: Fully	
(iii) Operational performance of pilots is monitored, evaluated and reported		0: None 1: Partially 2: Progressing 3: Fully	
(iv) Scale up of PES across the PA system is underway		0: None 1: Partially 2: Progressing 3: Fully	
Element 6 - Concessions operating within PAs^[10]			
(i) A system wide strategy and implementation action plan is complete and adopted by government for concessions		0: None 1: Partially 2: Progressing 3: Fully	
(ii) Concession opportunities are operational at pilot PA sites		0: None 1: Partially 2: Progressing 3: Fully	
(iii) Operational performance (environmental and financial) of pilots is monitored, evaluated, reported and acted upon		0: None 1: Partially 2: Progressing 3: Fully	
(iv) Scale up of concessions across the PA system is underway		0: None 1: Partially 2: Progressing 3: Fully	
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		0: None 1: Limited 2: Satisfactory 3: Extensive	
Total Score for Component 2		Actual score:	
		Total Possible: 71	
		% 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. It does not refer to

[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 actual score for the PA system and presents the results as a percentage. Over time changes to the scores can show progress in strengthening the PA financing system.

PART III- FINANCIAL SCORECARD - SCORING AND MEASURING PROGRESS

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

[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	Comments
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