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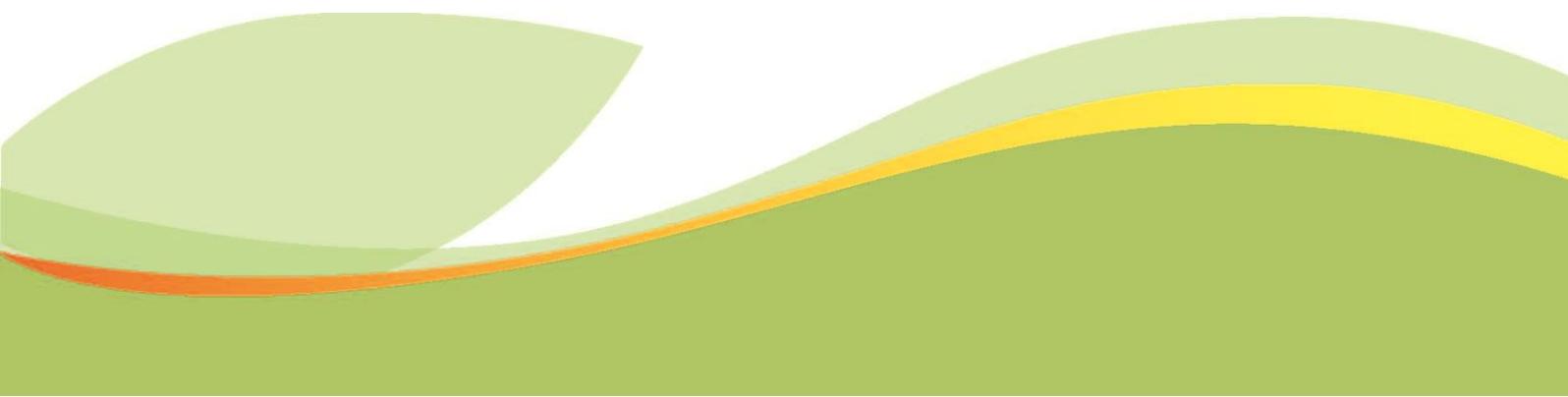


In cooperation with



PAFSAT: Protected Area Financing Self-Assessment Tool

PREPARED BY UNIQUE FORESTRY AND LAND USE GMBH FOR CONSERVATION AND
SUSTAINABLE USE OF FOREST BIODIVERSITY & ECOSYSTEM SERVICES IN VIET NAM
(GIZ-BIO PROJECT PHASE II)



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Responsibility

Anja Barth

Chief Technical Advisor

Authors

Ly Ha Bui and Lucy Emerton

In cooperation with

UNIQUE forestry and land use

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On behalf of the

German Federal Ministry for Economic Cooperation and Development (BMZ)

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LIST OF ABBREVIATIONS & ACRONYMS

GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GIZ-Bio	Conservation and Sustainable Use of Forest Biodiversity & Ecosystem Services in Viet Nam project
METT	Management Effectiveness Tracking Tool
NGO	Non-governmental organisation
PA	Protected area
PA-BAT	Protected Area Benefit Assessment
PAFSAT	Protected Area Financing Self-Assessment Tool
PAMB	Protected area management board
PFES	Payment for forests environmental services
PPC	Provincial people's committee
RAPPAM	Rapid Assessment and Prioritisation of Protected Area Management
SAPA	Social Assessment for Protected and Conserved Area
VND	Viet Nam Dong (at the time of writing the report, USD 1 = approx. VND 23,000)
VNForest	Vietnam Administration of Forestry
VPA/FLEGT	Voluntary Partnership Agreement on Forest Law Enforcement, Governance and Trade

I. INTRODUCTION

1. THE GIZ-BIO PROJECT

The 'Conservation and Sustainable Use of Forest Biodiversity & Ecosystem Services in Viet Nam' (GIZ-Bio Project Phase II) has the objective that *state administrative agencies at national and provincial level responsible for the management of protected forests implement mechanisms which provide benefits from biodiversity conservation and sustainable forest management to local communities*. The project has three components: legal and policy frameworks for biodiversity and forests, capacity building/financing and effective management of protected forests, and implementation and monitoring of the Voluntary Partnership Agreement on Forest Law Enforcement, Governance and Trade (VPA/FLEGT).

A variety of activities are being carried out under the second component of the project, centred around the development of PA sustainable financing strategies and plans. The intention is to lay out an approach to enhancing the financial sustainability of biodiversity and ecosystem conservation, and specify concrete mechanisms that can be used to generate new funding and overcome the financing constraints to effective PA management. The PA Financing Self-Assessment Tool (PAFSAT) has been developed under the second component of the project. It has so far been applied in Bidoup Núi Bà National Park, Cát Tiên National Park, Thần Sa-Phượng Hoàng Nature Reserve and Trạm Tàu Protection Forest to support capacity-building activities and generate information for sustainable finance planning.

2. HOW THE PAFSAT IS INTENDED TO BE USED

There is no consolidated system or method for assessing the financial status of protected areas (PAs) in Viet Nam, aside from routine budget reporting. Such information is however critical for effective PA management, as it enables policy-makers, planners and managers to better understand the current financial health of PAs, to determine whether this is improving or deteriorating over time, and to be able to respond by making strategic and targeted decisions to promote PA financial sustainability.

The need to have access to good and timely financial data is becoming ever more important, as PAs face increasing pressure to become more financially self-sufficient, and as sustainable financing is started to be recognised as an integral component of PA management plans. This requires tracking income, expenditures and funding flows, as well as investigating the broader financial constraints and enabling conditions for effective PA management.

The Protected Area Financing Self-Assessment Tool (PAFSAT) offers a structured approach to collecting the site-level information that is required to identify and understand the financing status, trends, challenges and opportunities faced by PAs. It has two main applications or uses:

- To prepare 'scorecards' which can be used to measure a PA's current financial situation, monitor changes over time, and compare financial indicators between PAs; and
- To provide diagnostic information to feed into the development of PA sustainable finance strategies and plans.

3. SCORECARD TO MEASURE AND COMPARE FINANCIAL PERFORMANCE

The PAFSAT can be used to evaluate and track a PA's financial 'health' and to point to particular issues or conditions that need attention. It offers a standardised methodology and set of indicators that can be repeated at regular intervals (e.g. on an annual basis) to measure a PA's financial progress over time, or replicated across different sites to compare financial status and performance.

The PAFSAT draws on other existing PA assessment, tracking and scorecard tools that are already in common usage in Viet Nam and worldwide. These include the PA Management Effectiveness Tracking Tool¹ (METT) developed by World Wide Fund for Nature and the World Bank, the PA Financial Sustainability Scorecard² developed by the United Nations Development Programme, the Protected Area Benefit Assessment³ Tool (PA-BAT) and Rapid Assessment and Prioritisation of Protected Area Management⁴ (RAPPAM) tool developed by World Wide Fund for Nature, and the Social Assessment for Protected and Conserved Areas⁵ (SAPA) tool developed by the International Institute for Environment and Development, Fauna and Flora International and UN Environment Programme World Conservation Monitoring Centre.

The PAFSAT can be applied as an add-on or plug-in, alongside these other evaluation frameworks and scorecards. It is also deliberately designed to provide information that can be used to feed into routine government and project reporting formats. It is important to emphasise that the PAFSAT is not intended to replace or duplicate government budget planning and monitoring tools, but rather to add an extra layer of explanation, understanding and analysis.

4. DIAGNOSTIC INFORMATION FOR SUSTAINABLE FINANCE STRATEGIES AND PLANS

Even though a large amount of time and effort is typically spent on developing PA management plans, many never get implemented, due to a lack of funding and other financial constraints. Integrating financial considerations is now recognised to constitute best practice in PA management planning. Across the world, and in Viet Nam, it is becoming more and more common for sustainable finance strategies and plans to be developed alongside PA management plans. These seek to identify, design and operationalise measures to enhance the financial viability, equity and sustainability of PA conservation efforts.

The first stage of developing a PA sustainable finance strategy and plan is to investigate the financing context, issues and needs that need to be addressed. The PAFSAT provides a series of templates to assist in collecting the information that is required to conduct this diagnosis. A separate set of guidelines have been produced under the project that lay out a stepwise approach to conducting sustainable finance planning for protected and conserved areas⁶, which recommend using the PAFSAT as an information collection tool in the first four of the ten steps involved in PA sustainable finance planning.

¹ WWF (2007) Management Effectiveness Tracking Tool. WWF International, Gland

https://www.fe.uawsassets.panda.org/downloads/mett2_final_version_july_2007.pdf

² Bovarnick, A. (2010) Financial Sustainability Scorecard for National Systems of PAs. United Nations Development Programme (UNDP), New York.

https://www.undp.org/content/undp/en/home/librarypage/environment-energy/ecosystems_and_biodiversity/financial-sustainability-scorecard-for-national-systems-of-pas---2010.html

³ Dudley, N. and S. Stolton (2009) The Protected Areas Benefits Assessment Tool: A Methodology. WWF International, Gland.

<https://www.panda.org/?174401/PABAT>

⁴ Ervin, J. (2003) Rapid Assessment and Prioritization of Protected Area Management (RAPPAM) Methodology. WWF International, Gland.

<https://www.fe.uawsassets.panda.org/downloads/rappam.pdf>

⁵ Franks P., Small R. and F. Booker (2018) Social Assessment for Protected and Conserved Areas (SAPA). Methodology manual for SAPA facilitators. International Institute for Environment and Development (IIED), London. <https://pubs.iied.org/sites/default/files/pdfs/migrate/14659IIED.pdf>

⁶ See Emerton, L. and B. Ly (2021) Guidelines: a stepwise approach to sustainable finance planning for protected & conserved areas. Prepared by UNIQUE forestry and land use GmbH for Conservation and Sustainable Use of Forest Biodiversity & Ecosystem Services in Viet Nam (GIZ-Bio Project Phase II), Hanoi.

5. ADMINISTERING THE PAFSAT

The PAFSAT is designed to be used as part of routine PA monitoring, evaluation and planning processes. It consists of three datasheets, presented in an excel format. The datasheets contain a set of guided questions and data entry templates tailored to each of three groups that have a direct influence on the financial status of PA core and buffer zones (Figure 1): PA managers (the PA management board, PAMB), finance and budget planners in the PA ‘parent’ agency (the finance unit of VNForest for centrally-managed PAs and the provincial people’s committee (PPC) for provincially-managed PAs), and buffer zone communities (the relevant commune authorities).

Figure 1: Information collected in the PAFSAT datasheets

DATASHEET 1: Self-assessment of financing status, needs & opportunities by PA managers	DATASHEET 2: Information on PA financing from parent agency finance and budget planners	DATASHEET 3: Perceptions of conservation financing from buffer-zone communes
(PA Management Boards)	(VNForest or PPC finance unit)	(Buffer Zone Commune Authorities)
<ul style="list-style-type: none"> • Funding flows and composition • Funding adequacy and gaps • Past and projected future funding trends • Expenditure levels and composition • Past and projected future expenditure trends • Self-generated income levels and composition • Past and projected future income trends • Mechanisms for income management and retention • Financial constraints • Financial advantages, opportunities and areas of potential • Ideas for improving the financial situation of the PA • Strategic documents, plans, by-laws and regulations on PA financing 	<ul style="list-style-type: none"> • Total expenditures and proportion allocated to PAs • Past and projected future trends in spending overall, and on PAs • Process of PA budget planning, requests, approval and allocation • PA revenue retention needs and mechanisms • PA financial self-sufficiency • PA financing constraints • PA financing opportunities and potential 	<ul style="list-style-type: none"> • Expenditures and funding for biodiversity and nature conservation • Total expenditures and proportion allocated to biodiversity and nature conservation • Past and projected future trends in spending overall, and on biodiversity and nature conservation • Access and adequacy of funding for biodiversity and nature conservation • Budgetary priority given to biodiversity and nature conservation • Opportunities and potentials to source more funding for biodiversity and nature conservation • Community participation in PFES and other income/funding activities associated with the PA, biodiversity and nature conservation (including alternative/sustainable livelihoods) • Ways in which the PA benefits the local economy and community • Ways in which the PA causes costs and losses to the local economy and community • Opportunities and potentials to improve the positive financial and economic impact of the PA to the local economy and community

It is important to note that, as well as collecting quantitative data on budgets, spending and funding, the datasheets assess respondents' perceptions of PA financial status, trends, needs, challenges and opportunities. This scope reflects the multidimensional nature of PA financial sustainability, which is now widely recognised to not only concern the amount of funding that is available, but also involves ensuring that the underlying structural financial constraints to effective PA management are addressed across the PA landscape, in both core and buffer zones. This includes issues such as the source, diversity and timing of funds, the form in which finance is provided, whether revenues can be retained and reinvested at the site level, the links between budget planning and conservation priorities, what funds are spent on, to whom conservation benefits and costs accrue, as well as the institutional, policy and planning frameworks that determine how financial resources are requested, allocated, administered and used⁷.

The questions in the datasheets should be answered and discussed during meetings held with small groups of staff from each of the three target audiences. Core questions and data templates are shared with respondents beforehand, to be filled in prior to the meeting, and further explained and elaborated during the discussions.

- For PA managers, it is recommended that a half-day (or even full-day) is set aside to complete the PAFSAT. This is best held as a relatively informal roundtable discussion. It is recommended that up to six staff are involved in the meeting, including members of the PAMB and a selection of staff from relevant technical units (e.g. management, enforcement, tourism, finance, research, rangers, etc.).
- The meetings with 'parent' agency finance units and commune authorities should not take more than 2 hours each. The meeting with finance and budget planners should involve up to three staff from the VNForest or PPC Finance unit, including at least one person who has decision-making influence over PA budget planning, allocation and reporting.
- When meeting with commune authorities, it is recommended that up to five staff are involved, including the chairperson as well as representatives from finance/planning, environment and other units (e.g. agriculture, women's committee). Where a PA occupies a particularly large area, it is only necessary to conduct the PAFSAT in 3-5 communes. These should be selected to cover a representative range of socioeconomic and biophysical conditions that reflect those in the broader buffer zone (e.g. demography, land use, ecology, interactions with the PA, participation in conservation activities, threats, dependence and impact on ecosystem services, etc.).

II. FILLING IN THE DATASHEETS

The excel workbook "**PA financing self-assessment tool (PAFSAT).xls**" accompanies these guidelines. It provides a series of spreadsheets contain a checklist of questions for discussion and templates for entering answers from each of the three target audiences for the PAFSAT (PA managers, finance and budget planners in the PA 'parent' agency, and buffer zone communities).

⁷ See Emerton, L., Bishop, J. and L. Thomas (2006) Sustainable Financing of Protected Areas: A Global Review of Challenges and Options. World Commission on Protected Areas Best Practice Protected Area Guidelines Series No. 13, International Union for Conservation of Nature (IUCN), Gland. <https://www.iucn.org/content/sustainable-financing-protected-areas-a-global-review-challenges-and-options>; GIZ (2019) Towards a strategic approach to the diagnosis, response and delivery of sustainable biodiversity finance solutions. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Bonn. https://www.researchgate.net/publication/351700651_Towards_a_strategic_approach_to_the_diagnosis_response_delivery_of_sustainable_biodiversity_finance_solutions; Meyers, D., Bohorquez, J., Cumming, T., Emerton, L., v.d. Heuvel, O., Karousakis, K., Riva, M., Swanson, E., Tobin, J. and R. Victorine (2020) White Paper. Conservation Finance: A Framework. Conservation Finance Alliance, Washington DC. <https://www.conservationfinancealliance.org/cfa-white-paper>.

Datasheet 1: Self-assessment of financing status, needs & opportunities by PA managers

To be carried out with a selection of PA staff from different units (management, enforcement, tourism, finance, research, rangers, etc.). It is recommended that up to 6 staff are involved in this exercise. It should be carried out via a relatively informal roundtable discussion.

Datasheet 1 is intended to assist in information collection from the PAMB. This is the most important step in the PAFSAT, and gives core data on PA financial sustainability. It needs the close support, attention and involvement of the PAMB. This means that it is very important to explain the PAFSAT clearly to the PAMB and answer any queries that they have, right at the start of the exercise. Datasheet 1a provides a shortened version of the datasheet, for circulation to respondents in advance of the meeting. The intention is to allow them to think about their answers, and prepare data where required. This should ideally be shared at least 2 weeks in advance, so that the financial data that is requested (section B on budget data) and associated questions can be filled in and returned at least 3 days before the meeting takes place. This gives some time to reflect on the answers before the in-person meeting.

Datasheet 2: Information on PA financing from parent agency finance and budget planners

To be carried out with staff from the finance unit of VNForest/provincial authorities (as relevant). It is recommended that up to 3 staff are involved in this exercise, at least one of whom has decision-making influence over PA budget planning, allocation and reporting. It should be carried out via a relatively informal roundtable discussion.

Datasheet 2 is intended to assist in information collection from the finance unit of VNForest/PPC (as appropriate to the PA being assessed). This provides key background context on how the 'parent' agency perceives the importance of the PA in relation to other, potentially competing, sources of spending. Datasheet 2a is for circulation to respondents in advance of the meeting, so that they can think about their answers, and prepare data where required. As above, this should ideally be shared at least 2 weeks in advance, so that the financial data that is requested (questions 5-8 of section B on quantitative financing data) and associated questions can be filled in and returned at least 3 days before the meeting takes place.

Datasheet 3: Perceptions of conservation financing from buffer-zone communes

To be carried out with key commune officials. It is recommended that up to 5 staff are involved in this exercise, including the Chairman as well as representatives from finance/planning, environment and other units (e.g. agriculture, women's committee). It should be carried out via a relatively informal roundtable discussion.

Note: It will not always be possible to collect information from every commune, especially for PAs with large buffer zones. A representative range of communes should be selected, reflecting varying e.g. socio-economic and ecological conditions, interactions with PA, participation in conservation activities, threats, dependence or impact on ecosystem services, etc.

Datasheet 3 is intended to assist in information collection from the commune authorities. This helps to develop an understanding about how the local community perceives the PA in terms of its local financial and economic impacts (both positively and negatively), and what level of financial support is provided to biodiversity and ecosystem conservation in the buffer zone. Datasheet 3a is for circulation to respondents in advance of the meeting, so that they can think about their answers, and prepare data where required. As above, this should ideally be shared at least 2 weeks in advance, so that the financial data that is requested (section B on Funding for biodiversity & nature conservation and questions 7-9 of section C on quantitative financing data) and associated questions can be filled in and returned at least 3 days before the meeting takes place.

1. DATASHEET 1/A: SELF-ASSESSMENT OF FINANCING STATUS, NEEDS & OPPORTUNITIES BY PA MANAGERS

Datasheets 1 and 1a are intended to be filled in by PA managers. The meeting should involve up to six persons, including members of the PAMB and a selection of staff from relevant technical units (e.g. management, enforcement, tourism, finance, research, rangers, etc.). The questions refer to financing in the PA core zone.

Datasheet 1 presents the full set of questions to be discussed during the meeting.

Datasheet 1a includes selected questions from sections A-E only, and excludes the detailed questions on financial constraints and planning in sections F-G. It can be circulated to participants before the meeting, so that they can think about their answers, and prepare data where required.

The meeting will then go through the full checklist of questions in datasheet 1. It will cross-check and discuss the pre-prepared answers for section A-E, fill in sections F-G, and record additional information and notes to elaborate and explain these answers. Any gaps or clarifications can also be addressed during the meeting. As well as filling in the datasheets, it is recommended that notes are kept, recording more detailed information, explanations and discussion points,

A. Background information

Questions 1-5 provide basic information about the PA. These should be filled in by the PAMB before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

A. Background information		
1. Name of protected area		Full name, including PA category
2a. Surface area		Hectares (note 1 km ² = 100 hectares)
2b. Number of staff		Please give the total number of staff
3. Date assessment carried out		DD/MM/YYYY (e.g. 27/12/2020)
4. Year that the financial data refers to		Indicate the financial year

B. PA budget data

Questions 5-6 should be filled in by the PAMB before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

Question 5 asks for data on PA income, expenditures and funding sources. This should be provided in the standard government budget planning and reporting format, and should preferably cover the last 5 years (or at least the last 3 years). This is to allow for comparison over time.

A list of externally-funded projects being carried out in the core zone should also be provided under question 6, indicating the name of each project, its funder(s), the main activities, implementing partners, total amount of funding, and timeframe for implementation. As with the budget data, information about externally-funded projects should preferably cover the last 5 years (or at least the last 3 years).

B. PA budget data						
5. Records of PA expenditures, income/revenues and funding/budget sources should be provided, preferably covering the last 5 years (and at least the last 3 years). Data should be provided in the standard government budget planning/reporting format. <u>Note:</u> This may need to be requested from VNForest/provincial authorities.						
6. A list of externally-funded projects should also be compiled, preferably covering the last 5 years (and at least the last 3 years), using the following table:						
Name of project	Funder(s)	Main activities & areas of support	Implementing partner(s) (if applicable)	Total funding amount	Specify currency	Project timeframe (YYYY-YYYY)

C. PA Funding sources

Questions 7-11 look at the various sources of funding that the PA receives. These questions should be filled in by the PAMB before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted. The quantitative data on funding sources in the current year (questions 7, 7a-f) should be able to be extracted from the PA budget records and list of external projects already provided in questions 5 and 6.

As well as covering government budget allocations (7a and b), data should be provided on any contributions made from the private sector, international projects and other external donors or investors (7e, f and g). Both the amount of funding and the specific source(s) should be recorded. Question 7h also looks at the in-kind contributions that are provided by international experts and volunteers – the number of these people should be recorded, focusing only on those who have spent more than 1 week in the PA over the last year.

Question 8 asks about the adequacy of funding, using a simple 0-3 score, while question 9 deals with the main funding gaps. During the meeting, these scores should be explained.

Questions 10 and 11 record the meeting participants' perceptions of how different aspects of funding have changed over time, including amount, diversity and adequacy. It considers both the past 5 years and the upcoming 1-3 years. Both questions use a simple 0-3 score. During the meeting, these scores should be explained.

C. PA Funding sources		
7. Total annual funding received by the PA		<i>To be filled in from B5&6.</i> Amount (VND in the last year); include funding from all sources - should equal the sum of 7a-g below
<u>Of which:</u>		
7a. Annual government budget		<i>To be filled in from B5&6.</i> Amount (VND in the last year)
7b. Other state budget sources		<i>To be filled in from B5&6.</i> Amount (VND in the last year); including national programmes and scientific studies.
<i>Specify source(s)</i>		List the other state budget sources
7c. PFES funding for PA management		<i>To be filled in from B5&6.</i> Amount (VND in the last year); only state PFES being used to fund PA management, do not include payments given out for forest protection contracts
7d. Retained income		<i>To be filled in from B5&6.</i> Amount (VND in the last year); include all income and revenues that are retained by the PA (e.g. from tourism, penalties/fines, sales of confiscated products, rent, concession fees, research permits, sales of food, souvenirs, etc.)
<i>Specify source(s)</i>		List the retained income sources
7e. Private sector contributions		<i>To be filled in from B5&6.</i> Amount (VND in the last year)
<i>Specify source(s)</i>		List the private sector sources

7f. International funding		<i>To be filled in from B5&6.</i> Amount (VND in the last year): foreign assistance, international organisations & projects
<i>Specify source(s)</i>		List the donors, organisations and projects
7g. Other funding		<i>To be filled in from B5&6.</i> Amount (VND in the last year); any other funding sources not mentioned above
<i>Specify source(s)</i>		<i>To be filled in from B5&6.</i> List the other funding sources
7h. International experts and volunteers assisting the PA		Only include people who have spent more than 1 week in the PA over the last year
i. Full time experts based in the PA		List number of people
ii. Short-term consultants		
iii. Volunteers		
iv. Researchers		
8. Is funding adequate to meet PA management & conservation needs?		0: Inadequate even for basic management & conservation 1: Funding covers only minimum management & conservation activities 2: Funding covers a good/adequate level of management & conservation, but still leaves some gaps 3: Funding is enough to cover all PA needs
<i>Details or explanation</i>		Describe the adequacy of funding
9. Which three PA management & conservation activities face the greatest funding gaps?		
i.		List according to the severity of the funding gap, with the most under-funded management activity at the top
ii.		
iii.		
<i>Details or explanation</i>		Describe what these funding gaps are and why they occur
10. How have the following changed over the last 5 years?		0: got worse 1: stayed the same 2: improved a little 3: improved significantly
10a. Amount of funding received		
10b. Range (diversity) of funding sources		
10c. Adequacy to meet management needs		
<i>Details or explanation</i>		Describe why these changes have occurred
11. How do you expect the following to change in the short-term future (next 1-3 years)?		0: get worse 1: stay the same 2: improve a little 3: improve significantly
11a. Amount of funding received		
11b. Range (diversity) of funding sources		
11c. Adequacy to meet management needs		
<i>Details or explanation</i>		Describe why you expect these changes to occur

D. Expenditures

Questions 12-14 look at the various expenditures that the PA makes. These should be filled in by the PAMB before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted. The quantitative data on expenditures in the current year (questions 12, 12a-j) should be able to be extracted from the PA budget records already provided in question 5.

Questions 13 and 14 record the meeting participants' perceptions of how different expenditure items have changed over time. It considers both the past 5 years and the upcoming 1-3 years, and uses a simple 0-3 score. During the meeting, these scores should be explained.

D. Expenditures		
12. Total annual expenditure		<i>To be filled in from B5&6. Amount (VND in the last year); this should include all PA spending</i>
<u>Of which:</u>		
12a. Infrastructure, equipment & other capital items		<i>To be filled in from B5&6. Amount (VND in the last year)</i>
12b. Salaries & other staff-related costs		
12c. scientific studies		
12d. Protection, patrolling & enforcement		
12e. Buffer zone communities		
12f. Awareness & education		
12g. Tourism & visitor facilities		
12h. Fire prevention & control		
12i. Forest planting, management & rehabilitation		
12j. Expenditures from PFES		
<u>Of which:</u>		
12ji. Payments to forest protection contracts		<i>To be filled in from B5&6. Amount (VND in the last year)</i>
12jii. Funding for PA management		
13. How have the following expenditures changed over the last 5 years?		
13a. Total annual expenditure		0: decreased 1: stayed the same 2: increased a little 3: increased significantly
13b. Infrastructure, equipment & other capital items		
13c. Salaries & other staff-related costs		
13d. Scientific studies		
13e. Protection, patrolling & enforcement		
13f. Buffer zone communities		
13g. Awareness and education		
13h. Tourism & visitor facilities		

13i. Fire prevention & control		Describe why these changes have occurred
13j. Forest planting, management & rehabilitation		
13k. Expenditures from PFES		
<i>Details or explanation</i>		
14. how do you expect the following expenditures to change in the short-term future (next 1-3 years)?		
14a. Total annual expenditure		
14b. Infrastructure, equipment & other capital items		
14c. Salaries & other staff-related costs		
14d. Scientific studies		
14e. Protection, patrolling & enforcement		
14f. Buffer zone communities		
14g. Awareness and education		
14h. Tourism & visitor facilities		
14i. Fire prevention & control		0: decrease 1: stay the same 2: increase a little 3: increase significantly
14j. Plantation management & forest rehabilitation		
14k. Expenditures from PFES		
<i>Details or explanation</i>		

E. Self-generated income & revenues

Questions 15-18 look at the various sources of income and revenues earned by the PA. These should be filled in by the PAMB before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted. The quantitative data on expenditures in the current year (questions 15, 15a-g) should be able to be extracted from the PA budget records already provided in question 5.

Questions 16 and 17 record the meeting participants' perceptions about changes in different sources of income as well as in the overall diversity of revenues. It considers both the past 5 years and the upcoming 1-3 years. Both questions use a simple 0-3 score. During the meeting, these scores should be explained.

Question 18 seeks further information about how PA self-generated income is managed, including the proportion of revenue that is remitted to the state budget (rather than being retained and spent in the PA) as well as the question of whether there is any kind of trust fund or other financial mechanism to retain self-generated income. These answers should be explained if necessary.

E. Self-generated income & revenues		
15. Total annual income and revenues		<i>To be filled in from B5&6.</i> Amount (VND in the last year); this should include all PA income and revenues from all sources

<u>Of which:</u>		
15a. Tourism fees & charges		<i>To be filled in from B5&6. Amount (VND in the last year)</i>
15b. Land rental, leases & concessions		
15c. Penalties & fines		
15d. Proceeds from sales of confiscated products		
15e. Other licenses, permits & user fees		
15f. PFES funding for PA management		
15g. Other revenues		
<i>Specify source(s)</i>		List the other revenue sources
16. How have the following changed over the last 5 years?		
16a. Total annual income		0: decreased 1: stayed the same 2: increased a little 3: increased significantly
16b. Tourism fees & charges		
16c. Land rental, leases & concessions		
16d. Penalties & fines		
16e. Proceeds from sales of confiscated products		
16f. Other licenses, permits & user fees		
16g. PFES funding for PA management		
16h. Range (diversity) of income & revenue sources		
<i>Details or explanation</i>		Describe why these changes have occurred
17. how do you expect the following to change in the short-term future (next 1-3 years)?		
17a. Total annual income		0: decrease 1: stay the same 2: increase a little 3: increase significantly
17b. Tourism fees & charges		
17c. Land rental, leases & concessions		
17d. Penalties & fines		
17e. Proceeds from sales of confiscated products		
17f. Other licenses, permits & user fees		
17g. PFES funding for PA management		
17h. Other / new types of income and revenues		
17i. Range (diversity) of income & revenue sources		
<i>Details or explanation</i>		Describe why you expect these changes to occur
18. How are PA revenues & income managed:		
18a. Proportion remitted to state budget		% of total
18b. Proportion retained by the PA		
18c. Do you have a trust fund or other retention mechanism? (aside from normal budget channel)		0: No 1: Yes
<i>Details or explanation</i>		Describe the fund mechanism

F. Financial constraints & enabling conditions

Questions 19-33 deal with the underlying financial constraints and enabling conditions for PA management effectiveness, looking beyond just the amount of funding the PA receives and its adequacy in relation to expenditure needs. As these questions concern people's perceptions of PA financing conditions, careful notes should be made of the answers and discussion points, including where respondents express varying (or even contradictory or conflicting) opinions.

A variety of potential financial constraints and enabling conditions are highlighted in questions 19-29, including the diversity of funding (question 19), the budgetary priority given to PAs (question 20), funding security (question 21), the cost-effectiveness of spending (question 22), the timing of funding availability (question 22), targeting of funding to conservation needs (question 24), costing and pricing issues (question 25), fund retention (question 26), PA staff capacity in financing (question 27), budgetary integration with other sectors (question 28), financial incentives for other stakeholders (question 29) and other enabling conditions/constraints (question 30). A simple 0-3 scoring system is used. These scores should be explained. Question 30 allows for respondents to mention any additional factors that they consider to be important for financial sustainability, that have not already been discussed. These should be recorded and explained clearly.

Questions 31 and 32 ask the respondents to rank the financial constraints and advantages/opportunities for the PA. These rankings should be explained.

Question 33 asks for the meeting participants' perceptions and ideas about measures that could be used or introduced to improve the financial situation of the PA. This should not only focus on the amount of funding, but also consider how financial systems, procedures and capacities can be strengthened or changed for the better.

F. Financial constraints		
19. <u>Diversity</u> : Is there a sufficient variety of funding sources to address different needs and spread risk?		Leave blank if not applicable 0: PA relies on only one source of funding 1: PA relies almost entirely on government & international funding 2: PA funding also combines self-generated revenues & private contributions 3: PA funding also integrates several non-traditional financing mechanisms (e.g. PFES, biodiversity offsets, etc.)
<i>Details or explanation</i>	Describe how/why this occurs and affects PA management	

<p>20. Priority: Are PAs given a high political and funding priority when national/Provincial (as applicable) government budgets are planned and allocated?</p>		<p>Leave blank if not applicable 0: PAs are far below other sectors 1: PAs are low priority 2: PAs are given some priority and attention 3: PAs are one of the highest priorities</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
<p>21. Security: Are budgets and other funding sources predictable and stable over the long-term?</p>		<p>Leave blank if not applicable 0: Budgets & funding fluctuate widely and unpredictably every year 1: Budgets & funding fluctuate every year, but are known in advance 2: Budgets & funding are relatively stable 3: Budgets & funding are very stable, and can be well-planned in advance</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
<p>22. Cost-effectiveness: Are funds being spent in the most cost-effective manner?</p>		<p>Leave blank if not applicable 0: There is a lot of unnecessary wastage in PA spending 1: PA spending is not always cost-effective 2: PA spending is usually cost-effective 3: Explicit efforts are made to ensure that PA spending is cost-effective</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
<p>23. Timing: Is funding available at the right time, when it is needed, without delays?</p>		<p>Leave blank if not applicable 0: There are major delays in receiving funding 1: There are minor delays in receiving PA funding 2: PA funding is usually, but not always, received on time 3: PA funding is always received on time, when it is needed</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
<p>24. Targeting: Are budgets and funding well-aligned with PA conservation needs and priorities?</p>		<p>Leave blank if not applicable 0: Budgeting and conservation planning processes are completely separate 1: There are some efforts to reflect conservation priorities in budget planning 2: Budget planning considers conservation and PA management priorities 3: PA conservation and financial planning are completely integrated</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
<p>25. Costing & pricing: Do budget planning templates, categories and cost-norms allow for realistic costing and accurate pricing of all the inputs and materials you need for PA management?</p>		<p>Leave blank if not applicable 0: Core expenditure items are omitted, and all cost norms are too low 1: Non-core expenditure items are omitted, and most cost norms are too low 2: Most expenditure items are included, and cost norms are mainly realistic 3: All expenditure items are included, and all cost norms are realistic</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management

26. Retention: Is the PA able to retain some or all of the income it earns to spend on-site?		<p>Leave blank if not applicable</p> <p>0: All revenues are required to be remitted to Ministry of Finance/VNForest/Province</p> <p>1: Less than half of revenues are allowed be retained by the PA</p> <p>2: More than half, but not all, of revenues are allowed be retained by the PA</p> <p>3: The PA is allowed to retain all revenues</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
27. Capacity: Do PA staff have sufficient expertise and training in sustainable finance planning and mechanisms (or have easy access to this expertise from elsewhere)?		<p>Leave blank if not applicable</p> <p>0: No PA staff have financial expertise or qualifications</p> <p>1: PA staff include qualified financial experts</p> <p>2: PA staff have been trained in sustainable financing planning & mechanisms</p> <p>3: PA staff are qualified and experienced in sustainable financing</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
28. Integration with other sectors: Is biodiversity conservation mainstreamed into the budgets of other line agencies and local authorities that operate close to the PA, or otherwise impact on it?		<p>Leave blank if not applicable</p> <p>0: Line agencies & local authority budgets exclude biodiversity conservation</p> <p>1: Conservation is a minor priority in line agencies & local authority budgets</p> <p>2: Line agencies & local authority budgets include biodiversity conservation</p> <p>3: Line agencies & local authority budgets make good provisions for biodiversity conservation</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
29. Other stakeholders: Do other stakeholders that use and impact on PA biodiversity have sufficient funding and incentives to support conservation, especially communities and businesses in the buffer zone? (e.g. through policies and instruments, government programmes, market-driven opportunities, or via external projects and programmes)		<p>Leave blank if not applicable</p> <p>0: There is no funding/financial incentives available</p> <p>1: Only a very small amount of funding/financial incentives are in place</p> <p>2: There are several sources of funding/financial incentives, but more needs to be done</p> <p>3: There is sufficient funding/financial incentives in place</p>
<i>Details or explanation</i>		Describe how/why this occurs and affects PA management
30. Other enabling conditions and/or constraints: Which other factors influence PA financial sustainability, either positively or negatively?		Describe how/why these occur and affects PA management
31. Of the factors listed above. which three pose the greatest financial constraints to the PA?		List according to the negative impact, with the biggest constraint at the top
i.		
ii.		
iii.		
<i>Details or explanation</i>		Describe why you have ranked the constraints in this way

32. What are the three greatest financial advantages, opportunities or areas of potential for the PA?		List according to positive impact , with the biggest advantage/opportunity/area of potential at the top
i.		
ii.		
iii.		Describe why you have ranked the advantages in this way
<i>Details or explanation</i>		
33. Ideas for improving financial situation of the PA		Describe what measures could be used or introduced to improve the financial situation of the PA. Do not only focus on the <u>amount</u> of funding, but think about how financial systems, procedures and capacities can be strengthened or changed for the better.

G. Planning context

Questions 34-37 collect information about the PA planning context, and will be discussed only during the meeting. These record whether there is a management plan (question 34), a business plan or financing strategy (question 35), and if there have been any biodiversity or ecosystem valuation studies carried out in and around the PA (question 36). Any special laws, by-laws or regulations governing PA financing should also be listed (question 37). Simple yes/no (0/1 score) answers should be provided, and where necessary further elaborated and explained. If plans and studies have been produced, the titles (and, if relevant authors) should be noted, and if possible copies of the documents obtained.

2. DATASHEET 2/A: INFORMATION ON PA FINANCING FROM 'PARENT' AGENCY FINANCE AND BUDGET PLANNERS

Datasheets 2 and 2a are intended to be completed based on information provided by members of the finance unit from the PA's 'parent' agency (VNForest for centrally-managed PAs and the PPC for provincially-managed PAs). The meeting should involve up to three staff, including at least one person who has decision-making influence over PA budget planning, allocation and reporting. The questions refer to financing in the PA core zone.

Datasheet 2 presents the full set of questions to be discussed during the meeting.

Datasheet 2a includes selected questions from sections A-B only, and excludes the detailed checklist of questions and topics in section C. It can be circulated to participants before the meeting, so that they can think about their answers, and prepare data where required.

The meeting will then go through the full checklist of questions in datasheet 2. It will cross-check and discuss the pre-prepared answers for section A-B, fill in section C, and record additional information and notes to elaborate and explain these answers. Any gaps or clarifications can also be addressed during the meeting. As well as filling in the datasheets, it is recommended that notes are kept, recording more detailed information, explanations and discussion points,

A. Background information

Questions 1-4 provide basic information about the province in which the PA is located. These should be filled in by the VNForest/PPC finance unit before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

A. Background information		
1. Name of province		Full name, including PA category
2. Date assessment carried out		DD/MM/YYYY (e.g. 27/12/2020)
3. Year that the financial data refers to		Indicate the financial year
4. Number of PAs that are under the management and/or budgetary jurisdiction of your agency, and total surface area		Do not need to know names/area of every PA, just total. Express area in hectares (note 1 km ² = 100 hectares)

B. Quantitative data on financing

Questions 5-10 assess provincial expenditure on PAs. These questions should be filled in by the VNForest/PPC finance unit before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

Questions 5-7 look at the importance of PAs in general in provincial spending, and the share of budget that is allocated to the particular PA being investigated. Questions 8-9 records the meeting participants' perceptions of how this has changed over time. It considers both the past 5 years and the upcoming 1-3 years. Both questions use a simple 0-3 score. Question 10 compares the amount of funding requested by the PA with the actual amount of budget allocated. During the meeting, these scores and other details should be explained.

B. Quantitative data on financing		
5. Total annual expenditures		Amount (VND in the last year); for VNForest, or for province, as relevant. Should include <u>all</u> spending (not just on PAs or conservation).
6. Expenditures on this PA		Amount (VND in the last year) or, if figure not available, give % estimate.
7. Expenditures on all PAs		Amount (VND in the last year) or, if figure not available, give % estimate. Should include spending on <u>all</u> PAs under the agency's jurisdiction.
8. How have the following changed over the last 5 years?		0: decreased 1: stayed the same 2: increased a little 3: increased significantly
8a. % of your overall budget spent on all PAs		
8b. % of your overall budget spent on this PA		
<i>Details or explanation</i>		Describe why these changes have occurred
9. how do you expect the following to change in the short-term future (next 1-3 years)?		0: decrease 1: stay the same 2: increase a little 3: increase significantly
9a. % of your overall budget spent on all PAs		
9b. % of your overall budget spent on this PA		
<i>Details or explanation</i>		Describe why you expect these changes to occur
10. What % of the budget requested by the PA (in their original annual budget request) do you usually actually provide to them?		0: <50% of the originally-requested budget 1: 50-75% of the originally-requested budget 2: 75-99% of the originally-requested budget 3: All of the requested budget
<i>Details or explanation</i>		Describe why this is the case

C. Checklist of questions & topics to be discussed

Questions 11-16 are intended to guide the discussions held during the meeting about respondents' perceptions of PA financing needs, challenges and opportunities. As these are open-ended questions, careful notes should be made of the answers and discussion points, including where respondents express varying (or even contradictory or conflicting) opinions.

Questions 11 and 12 are general questions about budget planning, and should therefore hold for all PAs in the province or under VNForest. It should however be ascertained whether the PA being assessed has any special arrangement or procedure that diverges from this norms. Question 11 on budget requests should record the procedure, processes and timetable for budget planning. It should also ask whether budgeting is completely carried out by PA staff, or whether VNForest/PPC also play a role in preparing, checking or modifying the budget plans. Question 12 on budget review and approval should record the budget approval procedure, processes and timetable. The answer should also indicate what/who the responsible unit and individual is for making key decisions about budget approval and allocation.

The answers to questions 13-16 should as far as possible refer only to the PA being assessed. Questions 13-14 deal with topics relating to revenue retention and financial self-sufficiency. In questions 15-16 ask respondents to identify the main constraints and potentials to improve the financial situation of PAs. Efforts should be made to promote 'out of the box' thinking: the discussion should be guided towards non-cash financial issues in addition to income and funding availability (question 15), and should consider external and self-generated income as well as traditional government and international funding sources (question 16).

C. Checklist of questions & topics to be discussed		
11. How are PA budget requests prepared and submitted?		This should give general information on PAs, but check whether the situation is different for the PA being assessed. Get an idea of the procedure, processes and timetable. Ask whether budgeting is completely carried out by PA staff, or whether VNForest/Province also play a role in preparing, checking or modifying the budget plans.
12. What is the process for reviewing, checking and approving PA budget requests?		This should give general information on PAs, but check whether the situation is different for the PA being assessed. Get an idea of the procedure, processes and timetable. Indicate what/who the responsible unit and individual is for making key decisions about budget approval and allocation.
13. What is your opinion as to whether PAs should be able to retain the revenues they generate for on-site spending?		As far as possible, should refer only to the PA being assessed.
14. Do you think that PAs should be encouraged to increase self-generated revenues, and become more self-sufficient?		
15. What do you think are the main constraints or areas for improvement that affect PA financing?		As far as possible, should refer only to the PA being assessed. Do not just talk about the <u>amount</u> of annual funding available, but also discuss non-cash financial constraints.
16. What do you think are the main opportunities and potentials to improve the financial situation of PAs?		As far as possible, should refer only to the PA being assessed. Do not just talk about increasing funding from traditional government and international donor sources, but also discuss other funding streams and self-generated income sources.

3. DATASHEET 3/A: PERCEPTIONS OF CONSERVATION FINANCING FROM BUFFER-ZONE COMMUNES

Datasheets 3 and 3a are intended to be completed based on information provided by commune authorities. The meeting should involve up to five persons, including the chairperson and representatives from finance/planning, environment and other units (e.g. agriculture, women's committee). The questions refer to financing in the PA buffer zone.

Datasheet 3 presents the full set of questions to be discussed during the meeting.

Datasheet 3a includes selected questions from sections A-C only, and excludes the detailed checklist of questions and topics in section D. It can be circulated to participants before the meeting, so that they can think about their answers, and prepare data where required.

The meeting will then go through the full checklist of questions in datasheet 3. It will cross-check and discuss the pre-prepared answers for section A-C, fill in section D, and record additional information and notes to elaborate and explain these answers. Any gaps or clarifications can also be addressed during the meeting. As well as filling in the datasheets, it is recommended that notes are kept, recording more detailed information, explanations and discussion points,

A. Background information

Questions 1-5 provide basic information about the commune. These should be filled in by the commune authorities before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

A. Background information		
1. Name of commune, district & province		State the location
2. Date assessment carried out		DD/MM/YYYY (e.g. 27/12/2020)
3. Year that the financial data refers to		Indicate the financial year
4. Area of the commune		Express area in hectares (note 1 km ² = 100 hectares)
5. Total population of the commune (people and households)		The latest estimate. Indicate the year.

B. Funding for biodiversity & nature conservation

Question 6 should be filled in by the commune authorities before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted. It records all biodiversity and nature conservation-related activities and projects in which the commune

is participating (e.g. those concerning the PA, wildlife, birds, plants, tree-planting, eco-tourism, education and awareness, etc.). This should also mention any sustainable/alternative livelihoods activities aiming to pressure on the natural environment. It should include activities and projects funded by government, NGOs, international organisations, private sector, etc. The table should indicate the name of each project, its funder(s), the main activities, implementing partners, total amount of funding, and timeframe for implementation. Information about externally-funded projects should preferably cover the last 5 years (or at least the last 3 years).

B. Funding for biodiversity & nature conservation

6. A list should be compiled of all biodiversity and nature conservation-related activities and projects that the commune is participating in (e.g. wildlife, birds, plants, tree-planting, eco-tourism, education & awareness, etc.). This should also mention any sustainable/alternative livelihoods activities aiming to pressure on the natural environment. It should include activities and projects funded by government, NGOs, international organisations, private sector, etc. The list should preferably cover the last 5 years (and at least the last 3 years).

Use the following table:

Name of project	Funder (name of government agency or other organisation)	Main activities & areas of support	Implementing partner(s) (if applicable)	Total funding amount	Specify currency	Project timeframe (YYYY-YYYY)

C. Quantitative data on financing

Questions 7-11 assess commune expenditures on biodiversity conservation (in the buffer zone). These questions should be filled in by the commune authorities before the meeting. Any gaps or clarifications can then be addressed during the meeting, and further explanations discussed and noted.

Questions 7-8 look at the importance of conservation in commune spending. Questions 9-10 record the meeting participants' perceptions of how this has changed over time. It considers both the past 5 years and the upcoming 1-3 years. Question 11 asks whether the commune has access to sufficient funding to carry out an adequate level of biodiversity conservation activities. Questions 9-11 use a simple 0-3 score. During the meeting, these scores and other details should be explained.

C. Quantitative data on financing		
7. Total annual expenditures of the commune		Amount (VND in the last year)
8. Expenditures on biodiversity conservation		Amount (VND in the last year) or, if figure not available, give % estimate.
9. How has the % of the overall commune budget spent on conservation changed over the last 5 years?		0: decreased 1: stayed the same 2: increased a little 3: increased significantly
10. How do you expect the % of the overall commune budget spent on conservation to change in the short-term future (next 1-3 years)?		
<i>Details or explanation</i>		Describe why these changes have occurred/will occur
11. Does the commune have access to enough funding to carry out an adequate level of biodiversity conservation activities?		0: there is no funding for biodiversity conservation 1: Very few activities are possible, far less than are needed 2: It is possible to carry out a basic level of conservation 3: All of the required funding is available
<i>Details or explanation</i>		Describe why this is the case

D. Checklist of questions & topics to be discussed

Questions 12-18 are intended to guide the discussions held during the meeting about the commune authority's perceptions of conservation financing needs, challenges and opportunities (in the buffer zone). As these are open-ended questions, careful notes should be made of the answers and discussion points, including where respondents express varying (or even contradictory or conflicting) opinions.

The first question asks whether conservation is considered a budget priority for the commune (question 12). As well as considering this question at the whole commune level, efforts should be made to try and find out which agencies or individuals consider conservation a budgetary priority and which don't, and the reasons for this. It is also useful to check whether or how budgets to conservation have changed over time.

Respondents are then asked what they think are the main potentials are for the commune to source more funding for conservation (question 13). Respondents should be encouraged to look beyond only international projects, and also consider ways of leveraging higher government budgets, or engaging in more innovative financing activities such as private sector partnerships or even fundraising in the community.

The remaining questions concern respondents' perceptions of the local benefits, costs and impacts of the PA and associated conservation activities. This includes asking whether community members participate in PFES activities (question 14). If this is the case, information should be sought on the amount of PFES funding flowing to commune residents, and when PFES started in the area. Respondents are also asked whether the commune (or local people and groups) receives any funding from the PA authorities (question 15), as well as the ways in which the PA benefits the commune, commune residents, and the local economy more generally (question 16). In both questions, discussions should consider both cash and non-cash economic benefits, for example local government revenues and taxes, income, employment, tourism, access to natural products, education and awareness. It should also be investigated whether the type or level of benefits has changed over time.

Question 17 then investigates whether respondents consider that the PA causes any financial and economic costs and losses to the commune and the local economy. This should not only consider direct financial costs, but also discuss transactions costs (of participating in meetings and community conservation activities), opportunity costs (of land and resource uses foregone and diminished), and other losses and damages (such as wildlife damage to crops and livestock). Information should also be collected about how these impacts have changed over time.

In the final question, participants are asked to share ideas about the main opportunities to improve the positive financial and economic impact of the PAs on the commune and the local population (question 19). Here, it is important to remember to keep the focus on the financial and economic impacts of the PA and its associated conservation measures, not on the relationship between community members and the PA authorities more broadly.

D. Checklist of questions & topics to be discussed		
12. Is biodiversity conservation considered a budget priority for the commune?		As well as considering this question at the whole commune level, try and find out which agencies or individuals consider conservation a budgetary priority and which don't, and the reasons for this. Also check whether/how this has changed over time.
13. What do you think are the main opportunities and potentials for the commune to source more funding for biodiversity conservation?		Try and move the discussion beyond looking to international projects, and see whether there are any ideas on leveraging better government budgets, or engaging in more innovative financing activities such as private sector partnerships or even fundraising in the community.

III. ANALYSING, PRESENTING AND USING THE DATA

1. CONSTRUCTING A SIMPLE SCORECARD

The core PAFSAT information from datasheet 1 (the self-assessment of financing status, needs and opportunities by PA managers) can easily be summarised in a simple scorecard (Figure 2). This is based on the 0-3 scores allocated to the various indicators of PA financial status and sustainability dealt with in questions 8 and 19-29 (for financing constraints and enabling conditions) and questions 10, 13a and 16a (for trends over time). The scores are colour coded, with red (0) designating inadequate status, orange (1) minimum sufficiency, light green (2) adequate status, and dark green (3) good status. The resulting scorecard provides a useful visual snapshot of the PA's financial status and trends.

Figure 2: Scorecard summary of financing constraints, enabling conditions and trends over time

Status/score	Inadequate ↓ (0)	Minimum sufficiency → (1)	Adequate ↗ (2)	Good ↑ (3)
AGGREGATE SCORE = 14/36	Financing constraints and enabling conditions			
Adequacy of funding to meet needs	Inadequate even for basic management & conservation	Covers only minimum management & conservation activities	Covers adequate management & conservation, but still some gaps	Enough to cover all PA needs
Range (diversity) of funding sources	PA relies on only one source of funding	PA relies almost entirely on government & international funding	funding also includes self-generated revenues & private contributions	PA funding also integrates several non-traditional financing mechanisms
Budgetary and political priority given to PAs	PAs are far below other sectors	PAs are low priority	PAs are given some priority and attention	PAs are one of the highest priorities
Predictability and stability of funding	Budgets & funding fluctuate widely and unpredictably every year	Budgets & funding fluctuate every year, but are known in advance	Budgets & funding are relatively stable	Budgets & funding are very stable, and can be well-planned in advance
Cost-effectiveness of spending	There is a lot of unnecessary wastage in spending	Spending is not always cost-effective	Spending is usually cost-effective	Explicit efforts are made to ensure that spending is cost-effective
Timing of funding flows	There are major delays in receiving funding	There are minor delays in receiving PA funding	PA funding is usually, but not always, received on time	PA funding is always received on time, when it is needed
Targeting and alignment of PA budgets with conservation needs and priorities	Budgeting and conservation planning processes are completely separate	Some efforts to reflect conservation priorities in budget planning	Budget planning considers conservation and PA priorities	PA conservation and financial planning are completely integrated
Adequacy/coverage of budgeting categories and accuracy of cost norms	Core expenditure items are omitted, and all cost norms are too low	Non-core expenditure items are omitted, and most cost norms are too low	Most expenditure items are included, and cost norms are mainly realistic	All expenditure items are included, and all cost norms are realistic
Revenue retention	All revenues are required to be remitted centrally	PA allowed to retain less than half of revenues	PA allowed to retain more than half, but not all, revenues	PA allowed to retain all revenues
Capacity of PA staff in sustainable finance	No financial expertise or qualifications	Include qualified financial experts	Have been trained in sustainable financing planning & mechanisms	Are qualified and experienced in sustainable financing
Integration of biodiversity conservation in sectoral budgets	Line agencies & local authority budgets exclude biodiversity conservation	Conservation is a minor priority in line agencies & local authority budgets	Line agencies & local authority budgets include biodiversity conservation	Line agencies & local authority budgets make good provisions for conservation
Local stakeholders' access to conservation funding and incentives	No funding/financial incentives available	Only a very small funding/financial incentives in place	Several sources of funding/financial incentives, but more needs to be done	Sufficient funding/financial incentives in place
AGGREGATE SCORE = 07/15	Trends over time			
Funding availability	Decreased/got worse	Stayed the same	Increased/improved a little	Increased/improved significantly
Diversity of funding sources	Decreased/got worse	Stayed the same	Increased/improved a little	Increased/improved significantly
Adequacy to meet needs	Decreased/got worse	Stayed the same	Increased/improved a little	Increased/improved significantly
Amount of spending	Decreased/got worse	Stayed the same	Increased/improved a little	Increased/improved significantly
Amount of income	Decreased/got worse	Stayed the same	Increased/improved a little	Increased/improved significantly

The scorecard also combines the scores allocated to each financial indicator in order to present aggregate scores for the PA's financial sustainability status and trends. These figures can be compared over time and/or between PAs, and used as an indicator of relative performance and progress.

It is also useful to summarise key PA budget statistics alongside the financial scorecard — for example income, expenditure, self-generated income as a proportion of total funding, and spending per km² (as described below). This provides a set of numerical indicators of PA financial status and performance which can be combined with, compared to, and used to further illustrate or explain the scorecard results.

2. PREPARING A NARRATIVE SUMMARY

The PAFSAT is not intended to yield a lengthy and complex report. It is designed to generate information into other policy, planning and management processes. In some cases, the filled-in datasheets (perhaps combined with a scorecard and summary of key statistics on income, expenditure and funding) will provide an adequate record of the PAFSAT results.

In most cases it is however usually useful to prepare some kind of short narrative summary or field notes. This serves three main purposes: to document the information and discussions from the various meetings held with PA managers, finance and budget planners, and commune authorities; to present a brief analysis and interpretation of the data gathered; and to draw out key conclusions, findings, recommendations and follow-up actions.

Figure 3: Sample table of contents for a PAFSAT narrative summary

1.	Introduction	1
2.	Methodology.....	2
3.	Brief background to the protected area	3
4.	PA financing self-assessment scorecard summary	4
5.	Funding status & trends	5
6.	Constraints & enabling conditions for sustainable financing	8
7.	Key financing opportunities.....	9
8.	Financing for biodiversity & nature conservation in the buffer zone.....	9
9.	Conclusions for the development of the sustainable financing strategy	10
10.	References	12

The structure and content of the narrative summary will of course depend on the purpose of the PAFSAT exercise, the intended use (and users) of the information generated, and the level of information and analysis that is required to inform or guide decision-making. In most instances, a short report with chapters corresponding to each of the major sections of the PAFSAT data sheets will suffice. In the sample table of contents shown above (Figure 3, reflecting the structure used for the PAFSATs administered under the GIZ-Bio project), the narrative summary is first contextualised with a short introduction to the decision-making process or purpose that the PAFSAT feeds into (section 1), description of the PAFSAT methodology and participants (section 2) and background to the PA’s socioeconomic and biophysical context (section 3). A scorecard is then presented, summarising the key indicators of financial status and performance (section 4).

The next 4 sections of the sample narrative summary report on the key findings from datasheets 1 and 2 (sections 4-7), and datasheet 3 (section 8). Broad conclusions are then drawn in the final part (section 9) of the report. This interpretation and analysis is important. The point of applying the PAFSAT is not just to generate and record data, but to highlight key issues that need to be addressed and acted on. The ultimate aim is to generate practical and policy-relevant information that can be used to guide and influence actions to strengthen PA financial sustainability.

It is helpful to supplement the written narrative with key financial statistics, extracted from the PA budget data provided in datasheet 1. Providing a summary table (for example as in Figure 4) is a good way of presenting those data clearly, allowing for easy reference and interpretation. Not only does the table present a bigger-picture overview of the PA’s total income, expenditure and funding, but it shows the various components that contribute towards these figures — the different

income streams, categories of spending, and funding sources. The summary table also summarises average spending per km², and shows how this has changed over time.

Figure 4: Sample table of key PA income, expenditure and funding statistics

	2014	2015	2016	2017	2018	2019	2020
Penalties and fines (paid to treasury)	0.03	0.04	0.04	0.03	0.04	0.15	0.05
Income							
Entrance fees	0.11	0.15	0.16	-	0.10	-	-
Tourism service fees	0.53	1.93	1.00	1.57	1.65	1.95	1.50
PFES	-	0.71	1.38	1.56	4.87	9.97	10.31
Sales of salvaged forest products	1.18	2.42	-	-	-	-	-
Total income	1.82	5.21	2.53	3.13	6.63	11.92	11.81
Taxes & other payments to state budget	(0.19)	(1.04)	(0.19)	(0.24)	-	(0.69)	(0.67)
Total retained income	1.63	4.17	2.34	2.90	6.63	11.23	11.14
Expenditures							
Salaries & staff costs	13.49	15.28	12.57	10.76	10.15	11.60	11.58
Other regular expenditures	2.66	2.98	2.36	3.90	2.83	1.76	1.68
Activities, training, travel, etc.	6.44	4.48	3.93	5.42	5.86	5.51	5.69
infrastructure, equipment & capital	17.72	22.05	17.38	2.83	-	-	-
Investment in forestry operations	0.30	0.65	0.36	0.08	0.16	0.11	0.09
Total from national budget	40.62	45.45	36.60	22.99	19.00	18.98	19.04
Forest protection contracts	20.89	24.43	26.08	25.95	31.80	26.69	29.25
Funding for PA management	2.09	2.44	2.61	2.60	3.18	2.88	-
Self-protection	-	-	-	-	-	5.45	-
Replacement planting	0.28	4.22	5.55	2.34	2.18	1.73	0.47
Total PFES	23.26	31.08	34.24	30.89	37.17	36.74	29.72
Scientific research	-	-	-	-	-	0.93	0.80
Total scientific research	-	-	-	-	-	0.93	0.80
Externally-funded projects	3.12	1.61	-	-	0.05	-	-
Total externally-funded projects	3.12	1.61	-	-	0.05	-	-
Total all expenditures	67.00	78.14	70.84	53.87	56.22	56.65	49.56
Funding sources							
Retained income	1.63	4.17	2.34	2.90	6.63	11.23	11.14
Other national budget	38.98	41.28	34.26	20.09	12.37	7.75	7.90
PFES	23.26	31.08	34.24	30.89	37.17	36.74	29.72
Research funds	-	-	-	-	-	0.93	0.80
Externally-funded projects	3.12	1.61	-	-	0.05	-	-
Total all funding	67.00	78.14	70.84	53.88	56.22	56.65	49.56
Area (ha)	69,588	69,588	69,588	69,691	69,810	69,663	69,663
Average spending (VND million/km ²)	96.28	112.29	101.80	77.31	80.53	81.32	71.14

A series of graphs can also be used to depict PA financial status and trends. These might for example, show how both the overall amount and the relative composition of income, expenditure and funding have changed over time. Some simple calculations can be performed that compare or combine these figures, in order to come up with additional indicators of PA financial status that are relevant to the purpose of carrying out the PAFSAT. For example, one key area of interest in the PAFSATs carried out under the GIZ-Bio project was to investigate the financial self-sufficiency of PAs. For this reason, data on retained income as a percentage of expenditure were calculated and illustrated in the PAFSAT narrative report (as in Figure 5).

Figure 5: Sample graphs showing status and trends in PA income, expenditure and funding statistics



3. COLLECTING DIAGNOSTIC INFORMATION FOR SUSTAINABLE FINANCE PLANNING

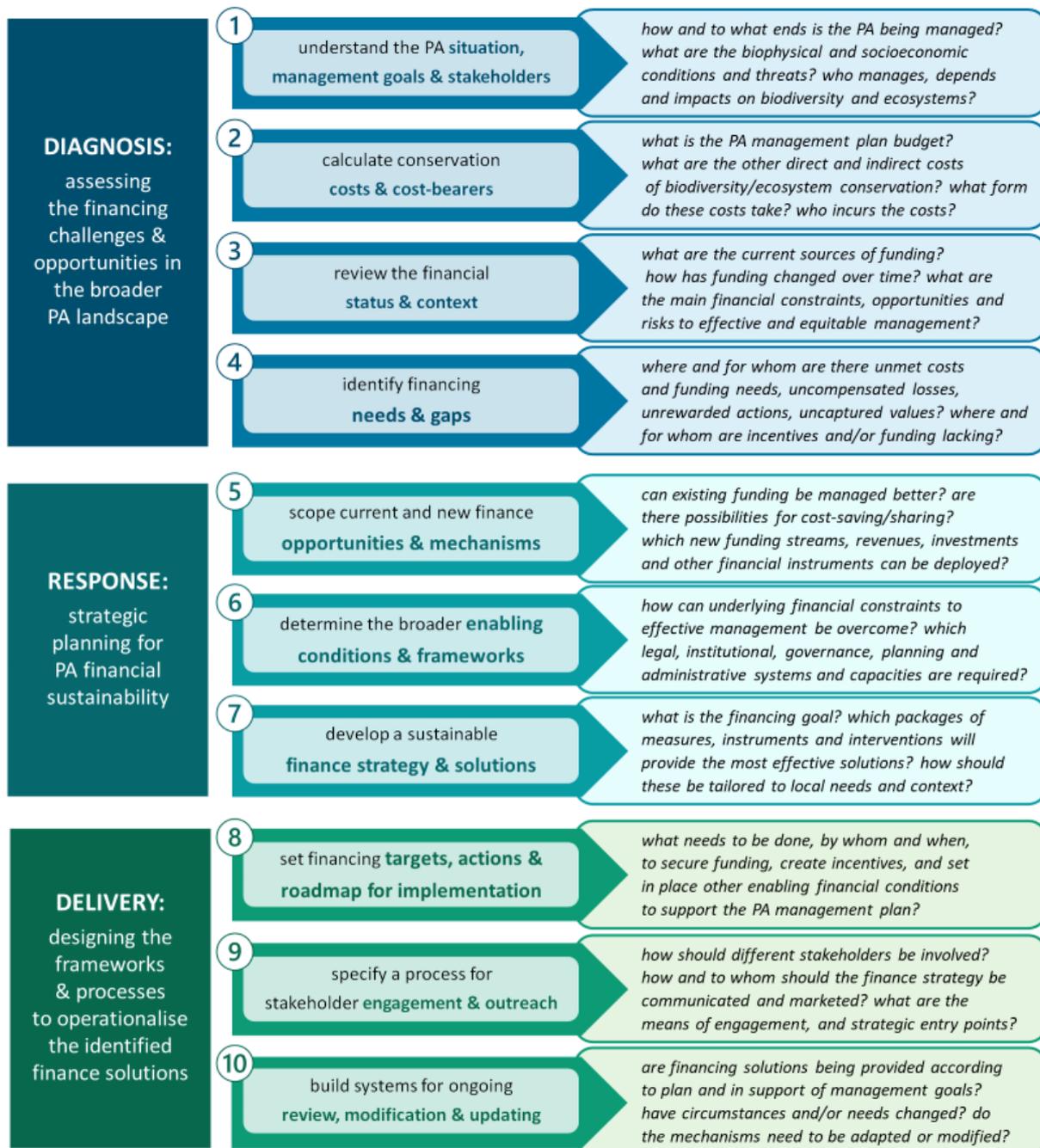
As mentioned above, one key application of the PAFSAT is to provide diagnostic information to feed into the development of a PA sustainable finance strategy and plan. This was, for example, the main reason for using the PAFSAT in Bidoup Núi Bà and Cát Tiên National Parks under the GIZ-Bio project. There are three main stages to sustainable finance planning for PAs: diagnosis, response, and delivery⁸. The first stage, diagnosis, frames the PA financing context, issues and needs, and sets the scene for the subsequent design and implementation of finance solutions (during the response stage). It helps to ensure that the sustainable finance strategy and plan that is developed effectively targets and addresses on-the-ground funding needs and financial constraints in the PA.

⁸ GIZ (2019) Towards a strategic approach to the diagnosis, response and delivery of sustainable biodiversity finance solutions. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Bonn. https://www.researchgate.net/publication/351700651_Towards_a_strategic_approach_to_the_diagnosis_response_delivery_of_sustainable_biodiversity_financing_solutions

The PAFSAT offers a structured approach to generating much of the information that is required to carry out this diagnosis of financial status, challenges and opportunities. According to the stepwise approach to PA sustainable finance planning developed under the GIZ-Bio project⁹, the diagnostic stage involves four main steps (Figure 6). These are: (1) understand the PA situation, management goals and stakeholders, (2) calculate conservation costs and cost-bearers, (3) review the financial status and context, and (4) identify financing needs and gaps. The PAFSAT generates most of the information required to carry out steps 3 and 4. It also provides a methodology for ensuring that the knowledge and perspectives of key stakeholder groups are incorporated into the diagnosis of financing needs and challenges.

Figure 6: Overview of the stepwise approach to sustainable finance planning

⁹ See Emerton, L. and B. Ly (2021) Guidelines: a stepwise approach to sustainable finance planning for protected & conserved areas. Prepared by UNIQUE forestry and land use GmbH for Conservation and Sustainable Use of Forest Biodiversity & Ecosystem Services in Viet Nam (GIZ-Bio Project Phase II), Hanoi.



Programme on Conservation, Sustainable Use of
Forest Biodiversity and Ecosystem Services in Viet Nam

Unit 021, 2nd Floor, Coco Building
14 Thuy Khue Str., Tay Ho District, Hanoi, Viet Nam

T: +84 24 39 32 95 72

I: www.giz.de/viet-nam

<https://snrd-asia.org/conservation-and-sustainable-use-of-biodiversity-and-ecosystem-services-of-forests-in-vietnam/>

