Southern African Development Community Transfrontier Conservation Areas Monitoring and Evaluation Framework

(SADC TFCAs M&E Framework)

Final Draft

SADC Secretariat

September 2017

Table of Contents

List of acronyms

CA	Coordinating Agency
CoP	Community of Practice
FANR	Food, Agriculture and Natural Resources
ICPs	International Co-operating Partners
IDP	Integrated Development Plan
IUCN	International Union for the Conservation of Nature
JCMP	Joint Conservation Management Plan
JOP	Joint Operational Plan
JOS	Joint Operational Strategy
M&E	Monitoring and Evaluation
MoU	Memorandum(a) of Understanding
NGO(s)	Non-Governmental Organisation(s)
OSR	Overarching Strategic Results
PA	Protected Area
PAT	Performance Assessment Tool
PPF	Peace Parks Foundation
PWCLE	Protocol on Wildlife Conservation and Law Enforcement
RISDP	Regional Indicative Strategic Development Plan 2015-2020
SADC	Southern African Development Community
SMNR	Sustainable Management of Natural Resources
TFCA(s)	Transfrontier Conservation Area(s)
TFCA WG	TFCA Working Group

List of Definitions

Adaptive Management	For the purpose of this exercise, Adaptive Management is defined as an applied management system which has a set of controls, including an M&E system, which allows it to adapt to necessary changes during each life cycle to ensure a successful project implementation.
Common Property Resources Principles	For the purpose of this exercise, Common Property Resources Principles are defined as the set of principles established by Prof. E. Ostrom on for the understanding of what variable drive the management of resources for which ownership is shared either within a community, or between a community and a third party, such as the government or the private sector.
Environmental Project Management	For the purpose of this exercise, Environmental Project Management is defined as the type of Project Management derived by the ISO40001 Standard, which promotes a cradle-to-grave environmental care in project management, for the direct project implementer and all its parties.
Evaluation	For the purpose of this exercise, the term "Evaluation" means the process of evaluating the progress made on achieving the target of the indicators of this M&E Framework.
Gap Analysis	For the purpose of this exercise, the Gap Analysis refers to a component of the Legal Register (see below in this list) which aims at identifying the contrasting elements between the legal instruments object of the legal register and provide recommendation for resolution.
Hard Law	For the purpose of this exercise, the expression "Hard Law" refers to all the legal instruments which are directly enforceable by the country or group of countries which crafted the said instrument.
Legal Register	For the purpose of this exercise, the Legal Register is a register, based on a spreadsheet, which contains all the elements of a set of legislation selected by thematic area and highlight the legal requirements thereof.
Monitoring	For the purpose of this exercise, the term 'Monitoring' refers to the process of monitoring progress made on achieving the target of the indicators of this M&E Framework.

Natural Capital Accounting	For the purpose of this exercise, the expression 'Natural Capital Accounting' refers to the process of accounting for goods and services existing in an ecosystem and assigns to them a physical or monetary value.
Soft Law	For the purpose of this exercise, the expression "Soft Law" refers to all the legal instruments which are not enforceable by the country or group of countries which crafted the said instrument, but serve the purpose of setting a policy framework for the creation of hard law on the subject(s) of reference.
TFCA Categories	The SADC TFCA Programme defines TFCA by stages of implementations. As such Category A refers to those TFCAs with signed Treaties and/or Protocols. Category B refers to TFCA whose establishment is in progress, by means of say a Memorandum of Understanding. Finally, Category C refers to those conceptual TFCAs, for which negotiation is still in process.
TFCA Coordinating Agency	For the purpose of this exercise, the expression 'TFCA Coordinating Agency' indicates all the existing and potential institutional formats that allows for the coordination of a TFCA.
TFCA Management	For the purpose of this exercise, the expression 'TFCA Management' refers to all existing and potential structures within a TFCA or within the government of a Coordinating Country which are responsible for the management of a TFCA.

List of figures

List of Tables

1   Introduction

The Transfrontier Conservation Areas (TFCAs) Unit of the Directorate for Food, Agriculture and Natural Resources (FANR) of the Southern African Development Community (SADC) Secretariat was tasked to create a Framework for the Monitoring and Evaluation (M&E) of the regional Transfrontier Conservation Areas. This system shall become part of the SADC Results-based system for Monitoring and Evaluation currently under construction by the SADC Secretariat.

This document therefore contains the Framework for the Monitoring and Evaluation of TFCAs as agreed by the Members States, the Steering Committee of the TFCA Network and the SADC TFCA Unit, and it is set on the requirements of the SADC TFCAs Programme, an output of the 1999 Protocol on Wildlife Conservation and Law Enforcement (PWCLE), as valid at the time of issue.

2   Background to the SADC TFCA M&E Framework

The fourth Component of the SADC TFCA Programme calls for the establishment of "monitoring and evaluation frameworks for TFCA development and management at the TFCA and regional levels" as one of its two strategic objectives (SADC, 2012b, p. 17). This leads to the Output on "progress of individual TFCAs and the SADC Programme periodically measured and analysed", which generates key activity 6: the establishment of "monitoring and evaluation systems for the TFCA level and regional level" (Ibid.).

It is in response to this thread of Strategic objective, output and key activity, that this Framework has been created. Its contents are drawn from the outcomes of the regional consultative process through the SADC TFCA network, its Steering Committee and the Community of Practice (CoP), which was held in March and August 2017.

The framework is developed out of the recommendations of the approved SADC Guidelines on the establishment and development of TFCAs (Zunckel, 2014, pp. 95-99). The framework further aims to address issues identified in the Situation Analysis Report, which articulates the legal framework for monitoring and evaluation of TFCAs, and reviewed the existing monitoring and evaluation tools for (or applicable to) TFCAs.

In 2016, the SADC Secretariat began the process of establishing a web-based regional results-based monitoring and evaluation system, through its M&E Technical Office. This system allows for the periodical country monitoring and reporting on the objectives and activities of the SADC Protocols and the Regional Indicative Strategic Development Plan (RISDP), as well as other strategic documents. The SADC TFCA M&E framework will become part of this overall system, which will be made accessible to the people responsible for data entry and reporting once the indicators are agreed, and included.

As such, the SADC TFCA M&E framework will be run in parallel with the SADC Results-based M&E system for the 1999 PWCLE, the 2002 Protocol on Forestry, and other protocols on issues of relevance to TFCAs. This means that the two systems will complement each other in supplying data and resolving information gaps for reporting purposes.

Together, the SADC TFCA Programme (SADC, 2012b), the PWCLE (SADC, 1999a) and the Protocol on Forestry (SADC, 2002) , as well as the RISDP (SADC, 2003) and the SADC TFCA

Guidelines (Zunckel, 2014), agree that the main objectives of TFCAs are to sustainably manage shared natural and cultural resources, to foster sustainable socio-economic development, and to promote regional integration, in line with the IUCN Guidelines for Transboundary Conservation Areas (Vasilijević, 2015).

This TFCA M&E Framework is aimed at providing the regional outlook on TFCA development and management in response to the objectives set by SADC and its Member States.

3   Policy framework and justification for a SADC TFCA M&E Framework

Transfrontier Conservation has not been the object of specific policy frameworks at the international and regional levels, although the principles underpinning transfrontier conservation have been established in international soft and hard law since the early 1970s. Stemming from an accepted sustainability framework, these principles have been identified in the 2015 IUCN Guidelines for Transboundary Conservation (Vasilijević, 2015) and, at a regional level, in the 2014 SADC Guidelines for Transfrontier Conservation (Zunckel, 2014), as (1) ecosystem conservation; (2) regional integration; and (3) socio-economic development.

In the establishing **Treaty of the Southern African Development Community**, Articles 5 and 21 stand out as providing the foundational framework for Transfrontier Conservation as a tool to merge environmental and development objectives (SADC, 1992). As amended in 2001, the relevant objectives of SADC are to:

(a) promote sustainable and equitable economic growth and socio-economic development […] through regional integration;

(g)   achieve sustainable utilisation of natural resources and effective protection of the environment; (SADC, 2001a)

Article 21(3), furthermore, establishes that the Member States agree to cooperate in a variety of sectors to implement the stipulations of the Treaty and sub-clause (f) specifically identifies "natural resources and environment" as a field for multilateral cooperation (Ibid.).

Following from the SADC Treaty, a number of Protocols are directly and indirectly relevant to the planning, establishment and management of transfrontier conservation areas (and the various typologies thereof). Most obviously, **the Protocol on Wildlife Conservation and Law Enforcement (1999)** stipulates, in Article 4(2)(f), the use of transfrontier conservation areas to fulfil the multi country co-operation objectives of the Protocol in matters of conservation, management and sustainable use of natural resources, including law enforcement(SADC, 1999b). Linked to this, are a series of Protocols concerning the use and management of natural resources:

The Revised Protocol on Shared Watercourses (2000), in its Article 2, places an obligation on Member States to cooperate with each other and to share best practices as the aspiration of sustainable utilisation of shared watercourses cannot be achieved without cooperation (SADC, 2000);

The Protocol on Fisheries (2001), in its Article 7, places an obligation on Member States to cooperate with each other and refrain from engaging in plans that might harm other states' aquatic resources. This Protocol also stresses in several articles the need for traditional

livelihoods to be protected in managing fisheries, focussing on sustainable use as a management principle (Articles 7, 12, 15, and 16). It also makes special provisions for law and policy harmonisation in Article 8 and 9 (SADC, 2001b);

The Protocol on Forestry (**2002)** places a strong emphasis on community based management and traditional livelihoods as guiding principles for enacting the Protocol (Articles 1, 3, 4, 12, 13, 15, 16, 18) and acknowledges the role of cross-border cooperation in all aspects of forestry management, including law enforcement (Articles 4, 8-11) (SADC, 2002);

The Protocol on Tourism (1998), recognises tourism as a sustainable development economic activity, specifically in relation to protected areas (Articles 2(3-5), 3(4-7), 11, 12(b-d), and in Article 12(e) places a special obligation to prioritise "investment in sustainable development of transboundary natural and cultural resources". (SADC, 1998)

Besides the legally binding instruments, SADC has produced framework documents which have been providing a direction to the region, such as **the Regional Integrated Strategic Development Plan (RISDP 2015-2020), the Regional Biodiversity Strategy (RBS), Regional Industrial Development Policy Framework (RIDPF)**. All of these need updating, but can provide a retrospective on how SADC recognises the role of transfrontier conservation in the region and what are their objectives, which can be summarised as fostering (1) regional integration, (2) environmental conservation, and (3) socio-economic development.

The innovative component of the RISDP is that it establishes the need for SADC to monitor and evaluate the performance of member states against its Policies, Strategies and Priority Intervention Areas (SADC, 2003). For this reason, the **SADC Policy: Strategy Development, Planning, Monitoring and Evaluation** was produced. This policy contains the vision, methodology and sets of responsibilities for the establishment and implementation of a regional M&E system able to support the functions of the SADC Secretariat with these specific objectives:

i)   To consolidate the institutional mechanisms for SADC Secretariat to improve its capacity in exercising strategy development, planning, monitoring and evaluation functions;

ii)   To enhance the capacity of the Secretariat in mobilising resources and coordinating organisational efforts and stakeholder support to- wards SADC priorities;

iii) To provide effective mechanisms for reporting progress towards and achievement of targeted results based on evidence at different levels (Secretariat, Member States, and Projects etc.)

iv)   To enhance learning, ownership, commitment and accountability for results to all SADC stakeholders (SADC, 2012a, p. 6)

More recently, SADC also approved the **Law Enforcement and Anti-poaching Strategy 2016-2021 (LEAP)**, embedded in the PWCLE. The purpose of the LEAP Strategy is to "provide a framework for country and regional cooperation, together with international engagement on natural resource management and wildlife-related law enforcement and anti-poaching issues" (SADC, 2015, p. 34). The LEAP Strategy is aligned with the requirements of all relevant international and regional legal instruments for wildlife conservation, natural resources management, and security and law enforcement. It also recognises the special opportunity created by TFCAs to implement the strategy and achieve its objectives. Finally, it provides a set of programme level indicators based on a 5-year implementation plan, which are compatible with those included in this TFCA M&E Framework.

4   The SADC TFCA M&E Framework

Against this background, the establishment of an M&E Framework for the SADC TFCA Programme is essentially a requirement of the SADC TFCA Programme in its Component 4 (SADC, 2012b), but is positioned in a stronger regional sets of requirements for (1) the successful establishment of TFCAs, as per Target 7 of the RISDP for the implementation of at least 50% of regional Transboundary Natural Resource Management projects (SADC, 2003); (2) for the monitoring of progress towards regional objectives.

4.1   Purpose of the Framework

The TFCA M&E Framework responds to the need of having an objective and standardised system that can be used to systematically collect and analyse information on the SADC TFCAs that supports management accountability, effectiveness and efficiency. This Framework does not substitute the M&E frameworks and systems put in place by each TFCA individually, as specified in the Programme. This Framework is designed to facilitate, in the medium to long term, complementarity between the two levels of monitoring.

The purpose of the TFCA M&E Framework is to report on the progress made in the implementation of the SADC TFCA Programme, in relation to its own objectives and to the requirements of the 1999 PWCLE, the 2002 Protocol on Forestry and any other relevant Protocol, as well as the RISDP. In order to do so, this framework and its indicators are aimed at responding to the overarching question agreed by the SADC TFCA Steering Committee as:

**How do TFCAs add value to the joint management of shared
natural and cultural resources to support sustainable
development, conservation and the promotion of regional
integration in the Southern African Development Community?**

In so doing, the results of the TFCAs M&E process shall be able to reveal the value added by TFCAs in fostering the objectives of SADC and its Member States, to promote and influence the revision of relevant protocols and strategies, and to provide an efficient tool for reporting on regional progress in conservation and development with a variety of partners and stakeholders.

> This Monitoring and Evaluation Framework serves the regional level objective of establishing a reporting mechanism for the SADC TFCA programme and it does not, in any way, substitute any TFCA level system for monitoring and evaluation.

4.2   SADC TFCA M&E Results framework

This TFCAs M&E Framework has been designed to respond to the current strategies and objectives of the TFCA Programme, as well as the PWCLE, with the understanding that both the programme and the TFCAs M&E Framework need revision and update to make sure that

strategies and objectives adjust to changes, and that monitoring and evaluation captures a relevant picture for future development.

Using a results-based framework, **Figure 1** illustrates the key results for each component of the TFCA programme, agreed by the member states, with the additional summary of indicators for the two most relevant protocols: Wildlife and Law Enforcement, and Forestry. It would be useful, in the interim revision, to also include the indicators from the protocol on shared watercourses, and tourism.

In **Figure 1**, starting from the strategic objective of the TFCAs M&E framework, each colour represents a component of the TFCA Programme. Instead of using the title of the component however, the first result is highlighted as the Strategic Result, or the Overarching Strategic Result. Where multiple objectives are present in the programme, each of the frames underneath the OSR indicates the other objectives for each component. The relevance of this framework is to provide a clear picture of what is required of the TFCAs M&E framework, so that each indicator based on both Outputs and Key Activities from the Programme finds a place in the strategic vision of the TFCA Programme.

The main outcome of this framework is to actually position the TFCA M&E Framework in the regional scene of M&E for TFCAs. It is clear for the Results Framework (Figure 1) that this M&E Framework is to provide a regional outlook on TFCAs, but not substitute itself to other M&E exercises to be carried out at the TFCA level. The specific role of this framework is to create a link between TFCAs, and between TFCAs and SADC, in order to support the objectives of all the Components of the Programme.

In order to provide a further dimension focused on the sustainable management (including conservation) of natural resources, the OSR and related results were taken from the indicators developed for the PWCLE, and the 2002 Protocol on Forestry. This is done to complete the triangulation of elements in the vision for TFCA as expressed in the Programme and the RISDP, as well as to ensure communication between the SADC Results-based M&E system and the TFCA M&E system.

TFCA M&E FRAMEWORK OBJECTIVE:

TO ENSURE THAT TFCAS ADD VALUE TO THE JOINT MANAGEMENT OF SHARED NATURAL AND CULTURAL RESOURCES TO SUPPORT THE SUSTAINABLE DEVELOPMENT, CONSERVATION AND PROMOTION OF REGIONAL INTEGRATION IN SADC
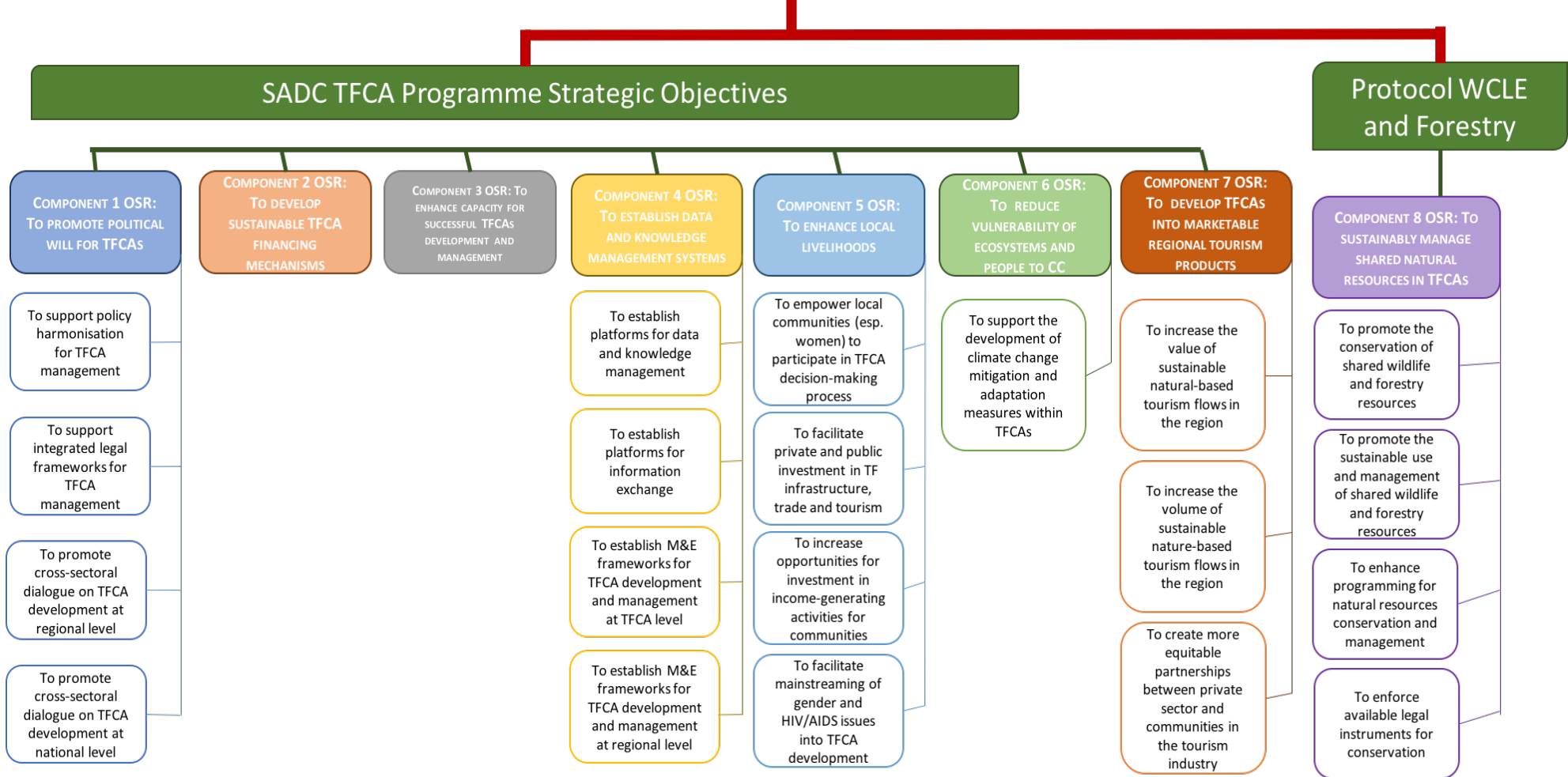
SADC TFCA Programme Strategic Objectives

Protocol WCLE and Forestry

COMPONENT 1 OSR: TO PROMOTE POLITICAL WILL FOR TFCAS

COMPONENT 2 OSR: TO DEVELOP SUSTAINABLE TFCA FINANCING MECHANISMS

COMPONENT 3 OSR: TO ENHANCE CAPACITY FOR SUCCESSFUL TFCAS DEVELOPMENT AND MANAGEMENT

COMPONENT 4 OSR: TO ESTABLISH DATA AND KNOWLEDGE MANAGEMENT SYSTEMS

COMPONENT 5 OSR: TO ENHANCE LOCAL LIVELIHOODS

COMPONENT 6 OSR: TO REDUCE VULNERABILITY OF ECOSYSTEMS AND PEOPLE TO CC

COMPONENT 7 OSR: TO DEVELOP TFCAS INTO MARKETABLE REGIONAL TOURISM PRODUCTS

COMPONENT 8 OSR: TO SUSTAINABLY MANAGE SHARED NATURAL RESOURCES IN TFCAS

Component 1	Component 4	Component 5	Component 6	Component 7	Component 8
To support policy harmonisation for TFCA management	To establish platforms for data and knowledge management	To empower local communities (esp. women) to participate in TFCA decision-making process	To support the development of climate change mitigation and adaptation measures within TFCAs	To increase the value of sustainable natural-based tourism flows in the region	To promote the conservation of shared wildlife and forestry resources
To support integrated legal frameworks for TFCA management	To establish platforms for information exchange	To facilitate private and public investment in TF infrastructure, trade and tourism		To increase the volume of sustainable nature-based tourism flows in the region	To promote the sustainable use and management of shared wildlife and forestry resources
To promote cross-sectoral dialogue on TFCA development at regional level	To establish M&E frameworks for TFCA development and management at TFCA level	To increase opportunities for investment in income-generating activities for communities		To create more equitable partnerships between private sector and communities in the tourism industry	To enhance programming for natural resources conservation and management
To promote cross-sectoral dialogue on TFCA development at national level	To establish M&E frameworks for TFCA development and management at regional level	To facilitate mainstreaming of gender and HIV/AIDS issues into TFCA development			To enforce available legal instruments for conservation

Figure 1: Results-based framework reflecting the Results of each of the SADC TFCA Programme Components

4.3   The structure of the SADC TFCA Monitoring and Evaluation Framework

The structure established for the implementation of the TFCAs M&E framework is based on the principles of adaptive management and on the requirements of the international standards for Environmental Project Management, as well as the recommendations found in the Common Property Resources design principles. Each of the following sections is dedicated to the elements of the structure.

4.3.1   The M&E implementation cycle

Due to the nature of this process, the implementation cycle has been designed to run over a course of five years, with a mid-term evaluation of the exercise and a final evaluation leading to an update of both the framework and the indicators as necessary. TFCAs in the region are at different stages of establishment and implementation.

The cycle of the M&E framework is implemented, therefore, over five years, as shown in **Figure 2**, with the first activity being the Baseline Data Collection. In year one (1) of the cycle, the piloting of the Framework will be conducted, while the first full running of the cycle will happen in year two (2). At this stage, it is suggested that an internal mid-term review is conducted by all the people tasked to implement the cycle, in order to verify the feasibility and efficiency of the framework. Year three (3) and four (4) will continue to run the cycle including any potential amendments recommended by the mid-term internal review. Between year four (4) and five (5), the cycle foresees the implementation of an external review to assess the implementation of the M&E framework.
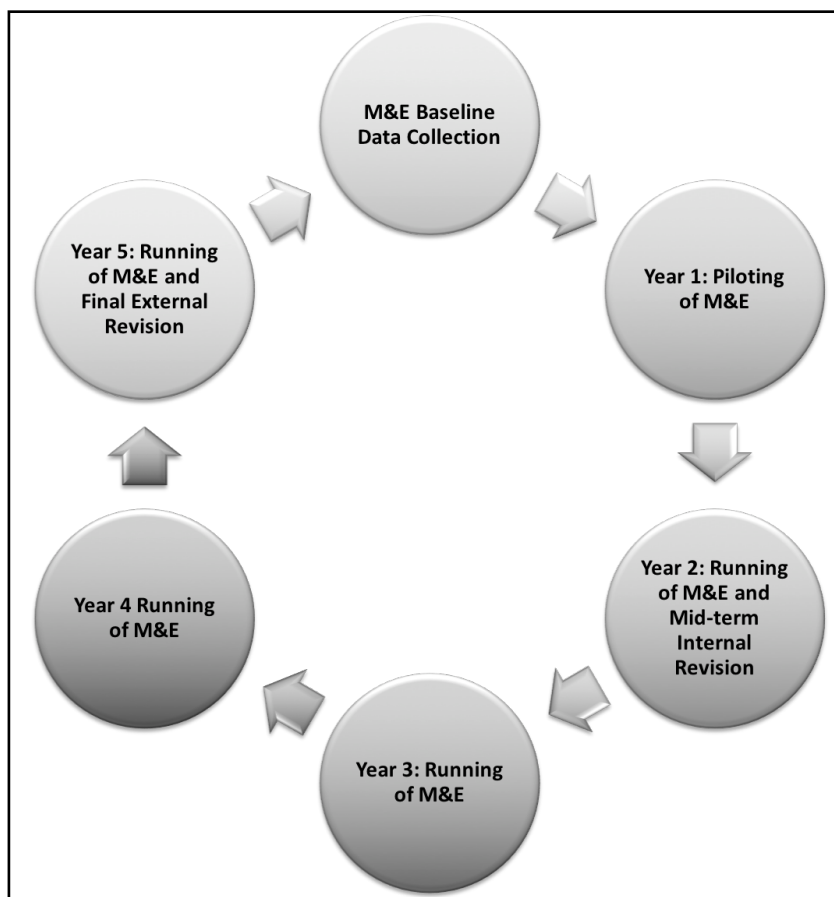

Figure 2: M&E Framework 5-year cycle

As such, it is expected that an initial five-year cycle, would achieve the following results:

- Allow for all or most TFCAs currently in Category B and C to be finalised, so that all feasible regional TFCAs are established;

- Allow for the more advanced TFCAs to finalise and pilot their individual M&E system;

- Align as much as possible the implementation stages of TFCAs in the region.

These are the expected outcomes related to the successful implementation of the SADC TFCAs Programme. In a wider regional and global perspective, however, this medium-term cycle aims at facilitating the full integration of this TFCA M&E Framework with the SADC Results-based M&E system, as well as its alignment with other global monitoring mechanism. Specifically, it should:

- Facilitate an initial understanding of the feasibility of a regional TFCA M&E exercise, both individually and as a component of the SADC Results-based M&E system;

- Facilitate the integration of the TFCAs objectives with other SADC hard and soft legislation, with possibility to create a specific protocol for TFCAs establishment and implementation, that merges the requirements and expectations of all other relevant documents;

- Help align regional objectives to international targets, such as the Sustainable Development Goals, Aichi, to facilitate integrated reporting.

4.3.2   The M&E Implementation hierarchy and data management

The TFCA Unit within the SADC FANR Directorate is responsible for the implementation of the M&E Framework, its management in the web-based system, and its uses, especially the reporting for internal and external distribution. As such, the SADC TFCA Unit is the only entity to be granted access to all raw data contained in the SADC TFCA M&E Framework and, eventually, to all the SADC Results-based M&E system.

Figure 3 shows the implementation hierarchy for the M&E Framework, as well as the responsibilities for data collection and capturing responsibility. This considers a phased approach which aims, in response to the strategic objective of the SADC TFCA Programme on promoting cross-sectoral dialogue from Component 1, at alleviating the data collection responsibility from the TFCA coordination units, by increasing their collaboration with PA management and other relevant local and national government departments.

The SADC TFCA Unit is also identified, as an entity responsible for data collection and inputting for two reasons:

1. Some information can only be collected at the regional level;

2. The Unit shall lead the integration of data from other sectors and members of the TFCA Stakeholders Forum.

Progressively, within the first implementation cycle of the TFCA M&E framework, a third level of data collection should be established under the leadership of the SADC TFCA Unit, as stated in the paragraph above, and under the leadership of the TFCA International Coordination, promoting integration with other relevant stakeholders.
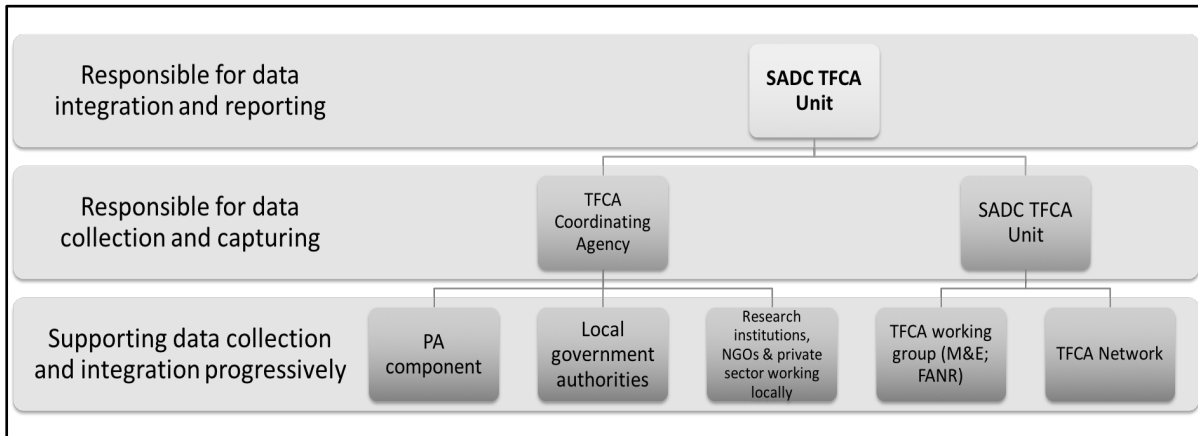
Figure 3: M&E Framework implementation hierarchy

4.3.3 Roles and responsibilities

The implementation of this Framework ultimately rests with the TFCA Unit of the FANR Directorate within SADC. The TFCA Unit, however, is both a data manager and a data collector because the indicators have been designed to support reporting at two levels: TFCA level and SADC TFCA Unit level.

The role of the TFCA Unit as data manager and reporting officer will be supported, in this role, by the coordination authorities of each TFCA and, eventually, by the SADC TFCA Network and the working group. The latter will be formed organically as the M&E framework is implemented.

The data captured at TFCA level shall be validated by a person appointed within the TFCA system at country level, before the data is available to the TFCA Unit.

The information in **Table 1** shall need update and expansion when new figures become part of the framework from the second phase of the first cycle.

Table 1: TFCA M&E Framework Roles and responsibilities

Role	Person	Responsibility
Data manager and reporting officer	SADC TFCA Technical Advisor	This person is responsible to collect data at the regional level directly, in response to the relevant indicators. He/she is also responsible to collect and evaluate the reporting provided by each TFCA, and compile the final report.
Data collection per TFCA	Coordinator or Coordinating Unit for the TFCA (or person appointed thereof)	Each TFCA Coordinating entity or person is responsible to report on most of the indicators of the framework. If secondary data is needed, this person is responsible to verify the source and accuracy of the information.
Data validation and system reporting	SADC M&E officer	Throughout the piloting phase and every year, before reporting is completed, this person is responsible to verify that all data is entered and that it is entered correctly, and seek rectification when needed.

4.3.4 The M&E information flow

In a natural progression from the hierarchy, the information flow is established primarily as a direct connection between the TFCA Coordination Authorities and the SADC TFCA Unit, which is the ultimate repository of all data, as shown by the triangle shape in **Figure 4**.

In the first phase of the TFCAs M&E Framework implementation cycle, the main data collector for the system is the Coordination authority of each TFCA, be it a single international coordinator or a secretariat. In the latter case, it is appropriate that the physical input of data into the system is done by the head of the TFCA secretariat, unless an M&E officer is appointed.

In the second phase, the system should expand thanks to the creation of the SADC TFCA Stakeholders Forum, the implementation of the SADC Results-based M&E systems and the increased ability of each TFCA coordination unit to liaise with local stakeholders such as Protected Areas managers, local and district government authorities. This means that data collection is increasingly diverse and boosted by a cross-sectoral dialogue for TFCAs, an objective of the programme.

Similarly, at TFCA Unit level, data collection may be support by the liaisons with the TFCA Working Group and the TFCA Network.

At both TFCA and TFCA Unit level, further support in data collection may be provided by other stakeholders and partners such as research institutions, NGOs, donors and the private sector.

While these relations should develop organically, it is hoped that the implementation of this and the SADC Results-based M&E system will help in establishing links across different sectors pertaining to the development and management of TFCAs in the region.
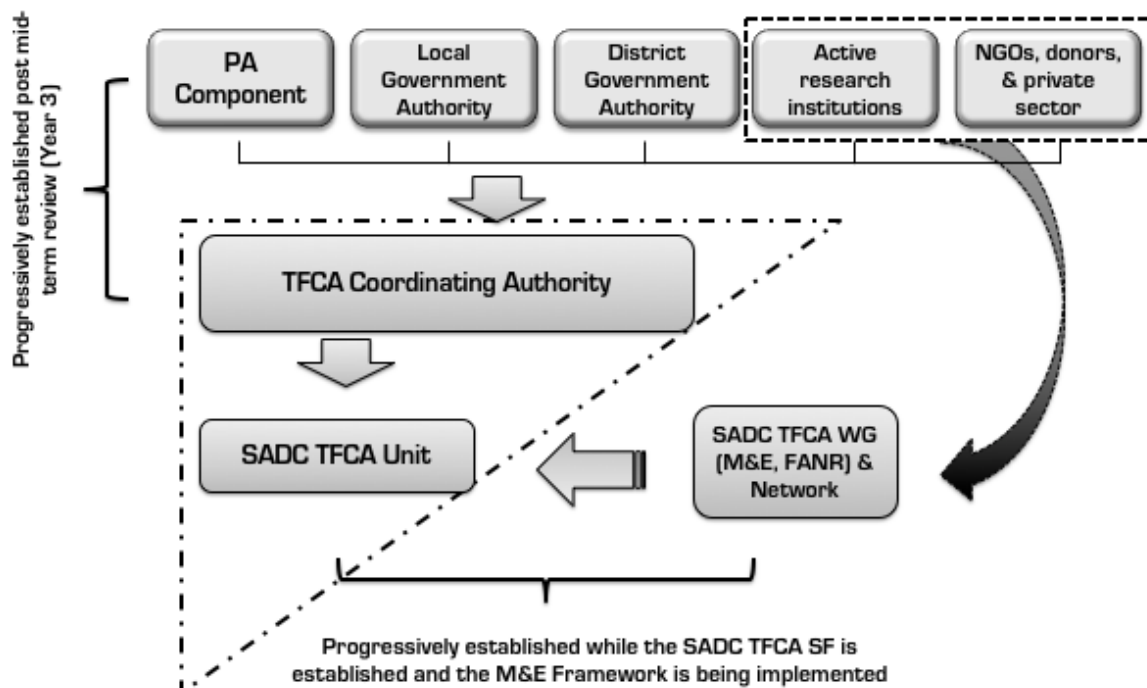

Figure 4: M&E framework information flow

4.4   Data management

The information collected through the TFCAs M&E Framework exercises is owned by SADC, it being ultimately responsible for its storage, management, and analysis, and its Member States, in respect of the information provided.

Where data was collected through the input of third parties, there shall be an acknowledgement in the reporting document(s).

4.4.1   Data storage

The information generated with the TFCAs M&E Framework process shall be stored by SADC as a component of the overall SADC Results-based M&E System process currently being established.

The reports generated by the SADC TFCA Unit may also be stored on the TFCA Network Portal, http://www.tfcaportal.org

4.4.2   Data access

Due to the nature of the SADC Results-based M&E System, and to the sensitivity of some of the data collected through this M&E Framework, people involved in the implementation of the TFCA M&E Framework will be granted access to the online reporting website as per Table 2.

Table 2: Data access in the TFCAs M&E framework

Officer	Access data	Access report
SADC TFCA officer	Access to all raw data for the TFCA M&E Framework; Progressive access to raw data for other sectors.	Access to all reports in the SADC Results-based M&E system.
TFCA Coordination authority	Access to raw data for own TFCA.	Access to all report in TFCA M&E system.
TFCA Data validation officer	Access to raw data from own TFCA(s)	Access to all reports in TFCA M&E system.

This may change in the second reiteration cycle of the SADC TFCA M&E system, depending on evaluation of the TFCA M&E framework and progress for the SADC Results-based M&E system.

4.4.3   Data analysis

The officer for SADC TFCA Unit is ultimately responsible for data analysis and reporting on the TFCA M&E framework structure, he/she may decide to grant access to raw data to other stakeholders in accordance to SADC Privacy Policy.

4.5   The indicators

The following indicators have been developed by addressing the SADC TFCA Programmes Components (objectives, outputs and key activities). The results-based approach, used, aims at establishing a relevant connection between the PWCLE, in its requirement for TFCAs, the SADC TFCA Programme, other SADC Strategic documents and the findings of the Situation Analysis Report, as well as the draft indicators proposed during the Consultative Workshop for establishing the elements of the SADC TFCA Framework.

Having used a Scenario Planning / Theory of Change approach to the development of the indicators, it must be noted that the rationale for each of them is primarily their contribution to change the current status quo in the following issues:

1.   Establish a feasible TFCAs M&E framework which will provide SADC TFCA Unit with the means to effectively report on TFCA progress, where such a framework does not exist;

2.   Produce the expected changes for each of the components of the SADC TFCA programme, as resulting from the objectives, outputs and key activities summarised by **Figure 1**, using the year 2017 as a baseline for pilot data collection;

3.   Fulfil the expected role of TFCAs in the region to foster organic integration and harmonisation, local and regional economic development, and environmental conservation.

The indicators are hereby listed per Component of the SADC TFCA programme, but it is to be noted that some will serve multiple components, as noted in the description.

4.5.1 Component 1: Advocacy and harmonisation

The indicators for the first SADC TFCA Programme component aim at showing evidence of the special role assumed by TFCAs in promoting regional integration, through increased political will for the establishment and development of TFCAs at both national and regional level. At SADC level, this is supported by the ultimate target of developing a SADC TFCA Protocol, while increasing the sustainability of the SADC TFCA Network. At TFCA level, this is supported by efforts to reconcile contrasts in country legislation through the production of legal registers, the production and implementation of joint activities between partner countries, and the creation of tools to facilitate the cross-border movement of people within the TFCA, such as the UniVISA.

Id code	Indicator	Baseline	Target 2022	Disaggregates	Data collection	Sources	Responsible	Notes	Phase Year
IND01/01	**Number of signed multilateral agreements establishing a TFCA.**	2017	To finalise the establishment of all TFCAs in Category B & C. The TFCAs including the Kingdom of Lesotho and Swaziland shall not advance to Category A.	Memorandum of Understanding Establishing Treaty	Annual	TFCA CA: PAT KPA 1 and 2	TFCA CA	Once the target is achieved, this indicator is nullified. Where necessary, fulfil all diplomatic and legal requirements for implementation.	Y1
IND01/02	**Existence of revised relevant Protocols, regional strategies and SADC TFCA Programme.**	2017	**Target 1:** establish a periodic evaluation process for relevant SADC TFCA documents, in line with SADC policy.	PWCLE Forestry Shared Watercourses Tourism Security Fisheries Policy Defence and Security RISDP Biodiversity Strategy TFCA Guidelines	Annual	SADC documents library	SADC TFCA Unit	This indicator is disaggregated by relevant Protocol, strategic document and guideline. Once the target is achieved, it progresses to: Revision of SADC TFCA Protocol and Programme.	Y1

			Target 2: Development of a SADC TFCA Protocol.	TFCA Programme					
IND01/03	**Existence of the TFCA Network.**	2017	To formalise the role, membership and objectives of the SADC TFCA Network. This indicator also responds to Key Activity 1 of Component 4.		Annual	SADC TFCA Unit	SADC TFCA Unit	The target is achieved already and will be captured in the piloting phase. It progresses to: **IND01/04 Activities performed by the TFCA Network**, with the listed disaggregates.	Y1
IND01/04	**Activities performed by the TFCA Network**	2017	To ensure that momentum for the TFCA Network is not lost and monitor performance against the elements of the disaggregation. The target is to have at least 1 physical meeting per year, and 1 activity in each disaggregate category.	Number of members Number of meetings Number of sponsored activities Number of sponsored activities for third parties Number of members Number of meetings Number of sponsored activities Number of sponsored activities for third parties	Annual	SADC TFCA Unit	SADC TFCA Unit		Y1
IND01/05	**Existence of legal registers to facilitate**	2018	To produce relevant legal registers with	Infrastructure development Land ownership	Annual	TFCA CA and PAT KPA4	TFCA CA; PPF Legal Atlas	Once the target is achieved, it progresses to:	Y2

	sectoral policy harmonisation for TFCAs.		gap analysis produced for all the countries in the region.	Natural Resource Management (including Conservation) Security and Immigration Tourism development Wildlife Crimes				National legislation reviewed to address the findings of legal register.	
IND01/06	**Existence of tools to facilitate the cross-border movement of all people in a TFCA.**	2018	Establishment of instruments for improved cross-border mobility per TFCA or TFCA Cluster for tourist and for local residents, and other relevant sectors.	Business permits Local residents' permits Research permits Tourism permits	Annual	TFCA CA	TFCA CA	Once the target is achieved this indicator is nullified, or can progress to number of permits issues to monitor implementation.	Y2
IND01/06	**Number of joint strategies developed for the management of shared natural resources.**	2020	Foster the implementation of other relevant SADC Protocols and support TFCA implementation.	Conservation Tourism Infrastructure development Immigration and security	Annual	TFCA CA; PA management and PAT KPA6	TFCA CA	This indicator may progressively include a disaggregation for frequency and successfulness.	Y3
IND01/07	**Number of Joint TFCA management plans and strategies implemented.**	2020	Ensure that all TFCAs have management documents, which address the three pillars	IDP JCMP JOP JOS TFCA Development Strategy Benefit Action Plan	Annual	TFCA CA and PAT KPAs 1&7	TFCA CA	This indicator is built on the implementation of the PPF PAT System; it requires a summary of information.	Y3

			of TFCA in SADC.	Joint Survey					
IND01/08	**Existence of joint research for TFCA management and development**	2017	Ensure that joint research is carried out in SADC TFCAs to support decision-making.	**Level 1** Humanities Physical Science Multi-disciplinary **Level 2** Academic research Consulting work **Level 3** NRM Species conservation Socio-economic development Regional harmonisation Tourism Infrastructure development Security and wildlife crime	Annual	TFCA CA, PA management, partner academic institutions, and partner agencies	TFCA CA	This indicator can be disaggregated in three levels. Level 1 defines the scientific field of the research. Level 2 defines the type of research. Level 3 defines the area of decision-making supported.	Y1

4.5.2 Component 2: Enhancing of financing mechanisms

The indicators for the second SADC TFCA Programme component aim at showing evidence of the existence of the opportunities provided by TFCAs in establishing financing mechanisms both at regional and TFCA levels, in order to ensure the financial sustainability of the SADC TFCA programme and of the regional TFCAs.

Id code	Indicator	Baseline	Target	Disaggregates	Data Collection	Sources	Responsible	Notes	Phase year
IND02/01	**Percentage of a country's annual budget allocated into a TFCA country component.**	2018	The minimum target is set at 1%; the maximum target is set at 3%.		Annual	National government data	TFCA CA	This contribution may and, eventually, should come from different sectors within national government.	Y2
IND02/02	**Percentage in co-financing leverage of government expenditure per TFCA country component.**	2018	To measure the direct financial contribution of governments into the TFCA by percentage of government budget. The minimum target is set at 1%; the maximum target is set at 3%.		Annual	National government data	TFCA CA		Y2

IND02/03	**Existence of Natural Capital accounting system per TFCA country component.**	2020	To produce feasible accounting system for natural capital, including tourism levies from community-based ecosystem services, no. of rare/endangered species sightings, and hectares of CA allocated to biodiversity conservation.		Annual	PA database, participatory appraisals	TFCA CA	Once the target is achieved, it progresses to: Quality of implementation of the Natural Capital Accounting System per country component.	Y3
IND02/04	**Existence of TFCA Regional fund.**	2017	Establishment of a functional regional fund as a sustainable financial mechanism.		Annual	SADC TFCA Unit	SADC TFCA Unit	Once the target is achieved this indicator progresses to: **IND02/05 Activities sponsored through the TFCA regional fund**, measured by number of projects funded.	Y1

IND02/05	**Activities sponsored through the TFCA regional fund**	2018	To achieve at least 1 activity funded by the TFCA Regional Fund per year. The Target may be changed with the mid-term review.	Number of projects funded for: • TFCAs, • Rural Communities, • TFCA Network.	Annual	SADC TFCA Unit	SADC TFCA Unit		Y2
IND02/06	**Number of joint cross-border activities with costing.**	2020	Ensure that funding for joint activities is driven by the country component of TFCA CA.	Country Component cost Shared cost	Annual	TFCA CA and PA management	TFCA CA	This indicator may progressively include a disaggregation for frequency and successfulness.	Y3
IND02/07	**Existing non-government sustainable financing mechanisms per TFCA**	2020	Report on which TFCA has a plan for sustainable financing and the mechanisms in place.	Income generating from operations Permanent donor funding Crowd funding	Annual	TFCA CA and PAT KPA3	TFCA CA		Y3

4.5.3 Component 3: Capacity building for TFCAs stakeholders

The indicators for the third SADC TFCA Programme component aim at showing evidence of the opportunities offered by TFCAs in improving capacity building and awareness raising on TFCAs, and a variety of related topics including health, both at regional and TFCA level. Capacity building refers to the creation and delivery of (1) training on TFCAs, (2) training for TFCA personnel and affected parties, (3) academic training to pave the way the future TFCA managers and personnel, both at regional and TFCA level.

In line with the indications of relevant documents on TFCAs establishment and development, including SADC Protocols and Strategic Documents, the stakeholders are identified - for the purpose of this exercise - as follows:

- staff and personnel of the PA/TFCA;

- communities affected by the TFCA, and/or their leadership;

- private sector involved in the TFCA;

- focal points of other government bodies/agencies in all spheres of government.

Id code	Indicator	Baseline	Target 2022	Disaggregates	Data collection	Sources	Responsible	Notes	Phase Year
IND03/01	**Existence of short courses on TFCA development and management for TFCA stakeholders.**	2017	A minimum of 1 course in existence per stakeholder group.	Title of course Name of institution Type of course Target group	Annual	SADC TFCA Unit	SADC TFCA Unit	This indicator should be entirely managed by the SADC TFCA Unit who should be informed on what training is available regionally on TFCAs.	Y1
IND03/02	**Number of stakeholders trained on TFCA conducted per stakeholders.**	2017	Balanced training on TFCA for each stakeholder group.	Staff and personnel of PA/TFCA Communities affected by TFCA (or leadership)	Annual	TFCA CA and PA management	TFCA CA	This is a progressive indicator. As data is captured, further disaggregation may include gender and age group.	Y1

				Private sector involved in TFCA Focal points of other government sectors					
IND03/03	**Number of training interventions per TFCA.**	2017	Balanced training interventions per TFCA.	**Level 1:** Country component Joint training **Level 2:** Staff and personnel of PA/TFCA Communities affected by TFCA (or leadership) Private sector involved in TFCA Focal points of other government sectors	Annual	TFCA CA and PA management.	TFCA CA	This is a progressive indicator. As data is captured, further disaggregation may include gender and age group.	Y1
IND03/04	**Attendance to basic skills development training per relevant industry per stakeholder group.**	2017	The target is variable per stakeholder group.	**Level 1:** Office training Writing training Service industry training **Level 2:** Staff and personnel of PA/TFCA Communities affected by TFCA (or leadership) Private sector involved in TFCA	Annual	TFCA CA and PA management.	TFCA CA	This is a progressive indicator. As data is captured, further disaggregation may include gender and age group.	Y1

				Focal points of other government sectors					
IND03/05	**Number of existing graduation courses on TFCAs in higher education institutes.**	2017	The target is at least one institution per country.	**Level 1:** Under graduate Master PhD Post-doctoral **Level 2:** TFCA management Other disciplines with TFCA component	Annual	Internet, Training and Skills CoP.	SADC TFCA Unit.	Disciplines may be further developed as a Level 2 indicator.	Y1
IND03/06	**Percentage of staff retention in TFCAs and in National TFCA Units.**	2017	The target bracket should be between 30 and 50% in order to create institutional memory.	**Level 1:** TFCA Staff National TFCA Unit Staff **Level 2:** Management Administrative M&E Special projects	Annual	TFCA CA and PA management.	TFCA CA		Y1

4.5.4 Component 4: Establishment of data and knowledge management systems

The indicators for the fourth SADC TFCA Programme component aim at showing evidence of the opportunities offered by the SADC TFCA programme to foster regional integration through its systems and platform for the generation, collection and distribution of knowledge on SADC TFCAs. The indicators are resting primarily under the responsibility of the SADC TFCA Unit, as they seek to show progress on the creation and implementation of specific objectives such as the SADC TFCA portal, the SADC TFCA public website and the thematic group within SADC.

Id code	Indicator	Baseline	Target 2022	Disaggregates	Data collection	Sources	Responsible	Notes	Phase Year
IND04/01	**Establishment of the SADC TFCA portal.**	2017	The creation of an accessible web platform for sharing information on SADC TFCAs between and for multiple users.		Annual	SADC TFCA Unit	SADC TFCA Unit	Once achieved, this indicator progresses to: **IND04/02 Number of new resources posted on the portal by members**, using the listed disaggregates.	Y1
IND04/02	**Number of new resources posted on the portal by members**	2017	At least 2 resources posted per category, per year.	Number of documents posted on the Portal Number of events posted on the Portal Number of Projects added on the Portal	Annual	SADC TFCA Unit	SADC TFCA Unit		Y1
IND04/03	**Establishment of the SADC TFCA M&E framework.**	2017	The creation of an agreed M&E framework to		Annual	SADC TFCA Unit	SADC TFCA Unit	Once achieved, this indicator progresses to:	Y1

			allow reporting on the implementation of the SADC TFCA Programme.				**IND04/04 Revision of the SADC TFCA M&E Framework**.	
IND04/04	**Revision of the SADC M&E Framework**	2017	Follow the timelines of reference, with mid-term revision at Y2/3 and Final Revision at Y5		Bi-annual	SADC TFCA Unit	SADC TFCA Unit		Y1
IND04/05	**Creation of M&E frameworks per TFCA.**	2017	Each TFCA has a framework in place by 2022		Annual	TFCA CA and PAT KPAs 3, 5, 8	TFCA CA	Once achieved, this indicator progresses to: Complete pilot of TFCAM&E Framework.	Y1
IND04/06	**Establishment of SADC TFCA public website and database.**	2017	Create a central repository of information pertaining to TFCA development.	Number of policy documents Number of academic documents Number of documents in popular literature Number videos Number of webinars	Annual	SADC TFCA Unit	SADC TFCA Unit	Once achieved, this indicator progresses to: **IND04/-07 Number of new resources added on database**, with the listed disaggregates.	Y1
IND04/07	**Number of new resources added on database**	2017	Add at least 2 resources on annual basis. The target may be	Number of policy documents Number of academic documents	Annual	SADC TFCA Unit	SADC TFCA Unit		Y1

			increased in the mid-term review.	Number of documents in popular literature Number of videos Number of webminars				
IND04/08	**Establishment of a thematic group on natural resource management.**	2017	The creation of a virtual/physical forum to coordinate the activities of ICPs in supporting the implementation of the SADC TFCA Programme.	Projects funded for TFCAs Projects funded for rural communities Other cooperative activities	Annual	SADC TFCA Unit	SADC TFCA Unit.	Once achieved, this indicator progresses to: **IND04/09 Number of cooperative activities supported by the thematic group**, with the listed disaggregates.	Y1
IND04/09	**Number of cooperative activities supported by the thematic group**	2018	The target is to have at least 1 activity per year, following the categories in the disaggregation.	Projects funded for TFCA Projects funded for rural communities Other cooperative activities	Annual	SADC TFCA Unit	SADC TFCA Unit		Y2

4.5.5 Component 5: Enhancement of local livelihoods

The indicators for the fifth SADC TFCA Programme component aim at showing evidence of the opportunities offered by TFCAs to enhance local livelihoods through various means, such as the empowerment of local communities in decision-making processes, the facilitation of partnerships in infrastructure development and income-generating activities and, finally, to improve access to health for people in TFCAs.

Id code	Indicator	Baseline	Target 2022	Disaggregates	Data collection	Sources	Responsible	Notes	Phase Year
IND05/01	**Establishment of forum for participatory decision-making with affected communities.**	2017	The creation of a forum at TFCA (nodal) level to ensure local communities are involved in decision-making process.		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **IND05/02 Number of meetings held by the fora**.	Y1
IND05/02	**Number of meetings held by the forum**	2017	At least 1 meeting per year		Annual	TFCA CA	TFCA CA	Attach minutes	Y1
IND05/03	**Ratio of members from vulnerable groups**	2017	To achieve a vulnerability and gender balance in membership of the forum.	Women Youth Disabled	Annual	TFCA CA	TFCA CA	This indicator can only be used once indicator 05/01 has been achieved.	Y1
IND05/04	**Types of livelihoods opportunities taken by women.**	2017	To ensure women have access to and take advantage of livelihood generating opportunities.	Harvesting of natural resource (flora) Harvesting of natural resource (fauna) Access to grazing areas Access to riverine areas	Annual	TFCA CA	TFCA CA	The disaggregation may change with the review of the M&E framework both at year 2-3 and at year 5.	Y1

				Access to markets Access to employment Access to cooperative partnerships					
IND05/05	**Types of livelihoods opportunities taken by youth.**	2017	To ensure youth has access to and takes advantage of livelihood generating opportunities.	Harvesting of natural resource (flora) Harvesting of natural resource (fauna) Access to grazing areas Access to riverine areas Access to markets Access to employment Access to cooperative partnerships Access to education	Annual	TFCA CA	TFCA CA	This indicator can be disaggregated by opportunity.	Y1
IND05/06	**Types of livelihoods opportunities taken by people with disabilities.**	2017	To ensure people with disabilities have access to and take advantage of livelihood generating opportunities.	Harvesting of natural resource (flora) Harvesting of natural resource (fauna) Access to grazing areas Access to riverine areas Access to markets Access to employment	Annual	TFCA CA	TFCA CA	This indicator can be disaggregated by opportunity.	Y1

				Access to cooperative partnerships					
IND05/07	**Number of people from affected rural communities deriving a livelihood from the TFCA.**	2017	To provide information on the effective role of TFCAs in fostering employment at various levels.	Harvesting of natural resource (flora) Harvesting of natural resource (fauna) Access to grazing areas Access to riverine areas Access to markets Access to employment Access to cooperative partnerships	Annual	TFCA CA	TFCA CA		Y1
IND05/08	**Review of TFCA Joint Management Plan to mainstream gender balance and HIV/AIDS into TFCA implementation.**	2017	To review JMPs to include the role of the TFCA in paying special attention to gender balance and human health (HIV/AIDS).		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **IND05/09 Review all TFCA Management Plans to mainstream gender balance and human health contribution**.	Y1
IND05/09	**Review of all TFCA Management Plans to**	2018	To achieve, in 5 years, a total review of all TFCA	IDP JCMP JOP JOS	Annual	TFCA CA	TFCA CA		Y2

	mainstream gender balance and human health contribution		management documents accordingly.	TFCA Development Strategy Benefit Action Plan Joint Survey					
IND05/10	**Number of cooperating projects with health sector.**	2017	To contribute tangibly to human health in each TFCA by supporting the work of the health sector.	Community clinic Community home-based care Community ambulance Community vaccination programme Community health awareness programme Community veterinarian awareness programmes Community veterinarian vaccination programmes	Annual	TFCA CA	TFCA CA	This indicator may change to include other sectors relevant to human health and development.	Y1
IND05/11	**Creation of a Development Projects portfolio and database per TFCA.**	2017	To establish and maintain a database on development projects happening in TFCAs (see GLTFCA).	Tourism project Education project Agricultural project Sustainable NRM project Anti-poaching project	Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **IND05/12 Update of Development project portfolio and database per TFCA**.	Y1

IND05/12	**Update of Development project portfolio and database per TFCA.**	2017	To have a periodical review of development projects per TFCAs	Tourism project Education project Agricultural project Sustainable NRM project Anti-poaching project	Annual	TFCA CA	TFCA CA		Y2
IND05/11	**Number and type of community partnership investments per TFCA.**	2017	To establish a database of all community partnerships with private and public sectors.	Level 1 Community – government Community – private Community – Community Level 2 Land use for conservation Land use for sustainable use NR Land use for sustainable agriculture Land use for tourism	Annual	TFCA CA	TFCA CA		Y1

4.5.6 Component 6: Reducing the vulnerability of ecosystems and people to the effects of Climate Change

The indicators for the sixth SADC TFCA Programme component aim at showing evidence of how TFCA can support regional cooperation in reducing the vulnerability of people and ecosystems to Climate Change. The indicators show progress on the objectives of this component by addressing the need of knowledge creation on regional vulnerability to Climate Change, and by adopting a Disaster Risk Reduction approach to adaptation and mitigation within TFCAs.

Id code	Indicator	Baseline	Target 2022	Disaggregates	Data collection	Sources	Responsible	Notes	Phase Year
IND06/01	**Mapping of Climate Change vulnerability per TFCA.**	2017	To establish the vulnerability of each TFCA, and compounded, to the effects of Climate Change, by identifying hazards and drivers.		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **IND/06/02 Periodical update of the TFCA level mapping**. This mapping is to be integrated in the BIOPAMA Geo-referenced system.	Y1
IND06/02	**Periodical update of the TFCA level mapping**	2018	To have at least a bi-annual review of the vulnerability mapping.		Bi-annual	TFCA CA	TFCA CA		Y2
IND06/03	**Production of a Situation Analysis Report on TFCA Climate Change vulnerability and regional**	2017	To establish a baseline for addressing ecological and human vulnerability at TFCA level.		Annual	SADC TFCA Unit; SADC DRR unit; TFCA stakeholder forum.	TFCA CA	Once achieved, this indicator progresses to: **IND06/04 Periodical update of the TFCA CC regional reduction plan**.	Y1

	reduction plan.								
IND06/04	**Periodical update of the TFCA CC regional reduction plan**	2019	To have at least a bi-annual review of the regional risk reduction plan.		Bi-annual	SACD TFCA Unit	SADC TFCA Unit		Y3
IND06/05	**Create awareness and training for CC vulnerability awareness at TFCA level**	2017	To implement awareness campaigns from the regional action plan. Disaggregation is by stakeholder group.	**Level 1** Activity-based training Awareness campaign **Level 2** Staff and personnel of PA/TFCA Communities affected by TFCA (or leadership) Private sector involved in TFCA Focal points of other government sectors	Annual	TFCA CA	TFCA CA	This indicator can only be used once indicator 06/01 & 02 have been achieved. Once the training is created, it progresses to: **IND06/06 Number of participatory training sessions hosted**.	Y2
IND06/06	**Number of participatory training sessions hosted**	2018	To host at least one training per year per each stakeholder group.	**Level 1** Activity-based training Awareness campaign **Level 2**	Annual	TFCA CA	TFCA CA		Y3

				Staff and personnel of PA/TFCA Communities affected by TFCA (or leadership) Private sector involved in TFCA Focal points of other government sectors					
IND06/07	**Uptake of small-scale alternative energy technologies at community level.**	2017	To monitor the local divestment from traditional energy sources.	Household technology Agricultural technology Transport technology	Annual	TFCA CA	TFCA CA	This indicator can be further disaggregated on the type of technology based on the findings from the CC Situation Analysis Report.	Y2
IND06/08	**Increase in divestment from traditional energy technologies at TFCA level, including private sector partners.**	2017	To monitor and instigate a change in the choice of energy sources that are sustainable for government and private sectors investments.	Sustainable architecture projects Low consumption energy solutions Alternative energy solutions Waste disposal and recycling solutions	Annual	TFCA CA	TFCA CA		Y1
IND06/09	**Establishment of TFCA level emergency planning for**	2017	To create and implement event response planning and		Annual	TFCA CA; PA management; national disaster	TFCA CA	Once achieved, this indicator progresses to: **IND06/10 Review and update**	Y1

	climate change driven events.		risk reduction strategies.			management authorities.		**of emergency planning**.	
IND06/10	**Review and update of emergency planning**	2018	To periodically review the emergency plan. Initially the target is every two years.		Bi-annual	TFCA CA	TFCA CA		Y2
IND06/11	**Establishment of a disaster risk reduction strategy at TFCA level.**	2018	To create and implement a strategy that is proactive in dealing with risk and disaster management.		Annual	TFCA CA; PA management; national disaster management authorities.	TFCA CA	Once achieved, this indicator progresses to: **IND06/12 Review and update of disaster risk strategy**.	Y2
IND06/12	**Review and update of disaster risk strategy**	2019	To review the strategy every two years.		Bi-annual	TFCA CA	TFCA CA		Y3
IND06/13	**People affected by climatic events**	2017	To establish a trend showing a reduction in the number of people, per TFCA, negatively affected by climatic events	Loss of life Access to health support Access to food Access to water Loss of shelter Loss of agricultural produce Loss of domestic animal (cattle, goat, chicken)	Annual	TFCA CA; National Disaster Management Authorities	TFCA CA		Y1
IND06/14	**Establishment of a carbon**	2017	To derive financial		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses	Y3

			benefits from the maintenance of ecosystems services reducing the vulnerability of natural resources and people.						to: Financial capital added to TFCA through carbon sequestration.	
IND06/15	**Financial capital added to TFCA through carbon sequestration**	2021	To show financial contribution from carbon sequestration projects to the TFCA			Annual	TFCA CA	TFCA CA	Once projects are being established, a disaggreagation by project type may be added.	Y4

4.5.7   Component 7: Development of TFCAs into marketable regional tourism products

The indicators for the seventh SADC TFCA Programme component aim at showing evidence of the opportunities offered by TFCAs to market the SADC region as a tourism destination. By addressing both the regional and TFCA levels, the indicators aim at showing the value created by TFCA in promoting nature-based tourism, through equitable partnerships between government, communities and the private sector, thus increasing regional tourism flows.

Id code	Indicator	Year	Target	Disaggregates	Data Collection	Sources	Responsible	Notes	Year phased
IND07/01	**Existence of a regional TFCA tourism strategy for product development and marketing.**	2017	To create cross-border tourism products aligned with the strategy.	Photographic tourism product Land sport tourism product Water-based tourism product Hunting tourism product Cultural tourism product	Annual	SADC TFCA Unit	SADC TFCA Unit	*Moving towards the adoption of Boundless Southern Africa Strategy for the region.* Once achieved, this indicator progresses to: **IND07/02 Products developed through the strategy.**	Y1
IND07/02	**Products developed through the Regional TFCA Tourism Strategy.**	2018	To achieve at least 1 product per year.	Photographic tourism product Land sport tourism product Water-based tourism product Hunting tourism product Cultural tourism product	Annual	SADC TFCA Unit	SADC TFCA Unit		Y2

IND07/03	**Production of Regional guidelines for the development of cross border tourism products.**	2017	To provide guidelines for cross-border tourism products.	**Level 1** TFCA driven Private Sector Driven Community driven Joint ventures **Level 2** Photographic tourism product Land sport tourism product Water-based tourism product Hunting tourism product Cultural tourism product	Annual	SADC TFCA Unit	SADC TFCA Unit	Once achieved, this indicator progresses to: **Number of cross-border tourism products in TFCAs**. The disaggregation will happen in two levels: Level 1 determines the owner of the product; Level 2 determines the type of product.	Y1
IND07/04	**Number of cross-border tourism products in TFCAs**	2018	To show existing products and monitor increase.	**Level 1** TFCA driven Private Sector Driven Community driven Joint ventures **Level 2** Photographic tourism product Land sport tourism product Water-based tourism product Hunting tourism product Cultural tourism product	Annual	TFCA CA	TFCA CA		Y2

IND07/05	**Production of Regional Guidelines for Tourism Concessions in TFCAs.**	2017	To establish a baseline of action for government and private sectors to engage with rural communities.	**Level 1** Management Lease Pure Concession Private/Public Concession Private/Community Concession **Level 2** Accommodation Restoration Retail facility Day camp management	Annual	SADC TFCA Unit	SADC TFCA Unit	Once achieved, this indicator progresses to: **IND07/06 Number of tourism concessions in TFCAs**. This indicator is disaggregated in two levels: Level 1 is for the type of concession, and Level 2 is for the type of product object of the concession.	Y1
IND07/06	**Number of tourism concession in TFCA**	2017	To establish a progress of at least 1 concession per TFCA per year.	**Level 1** Management Lease Pure Concession Private/Public Concession Private/Community Concession **Level 2** Accommodation Restoration Retail facility Day camp management	Annual	TFCA CA	TFCA CA		Y1

IND07/07	**Establishment of a forum for local arts and crafts.**	2018	To establish a forum for local producers and manufacturers in order to improve their access to tourism markets and their understanding of tourist demands.		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **IND07/08 Number of decisions taken by the forum to facilitate access to tourism markets, including details of decision**.	Y3
IND07/08	**Number of decisions taken by the forum to facilitate access to tourism markets, including details of decision**	2018	To monitor the activities of the fora created.		Annual	TFCA CA	TFCA CA		Y3
IND07/09	**Establish a TFCA-based tourism products portfolio and database of activities implemented.**	2017	To create a database of detailed information on the actual impact of TFCA-based tourism products on the implementation of the TFCA, including those run by private sector. (see GLTFCA)	**Level 1** TFCA driven initiative Private sector initiative Community initiative Joint venture **Level 2** Event product Permanent product	Annual	TFCA CA and KPA7 2-4	TFCA CA		Y1

Component 8: Sustainable management of natural (ecosystem, flora and fauna species) resources

The indicators for the eight component of the M&E framework, based on the requirements of the PWCLE and the Protocol on Forestry aim at showing evidence of enhanced ecosystems goods and services through a mix of conservation and sustainable use approaches to environmental management, through the implementation and management of TFCAs.

Id code	Definition	Baseline	Target	Disaggregates	Data collection	Sources	Responsible	Notes	Year
IND08/01	**Establish an Action Plan for the SM of NR per TFCA, including sustainable use for rural communities.**	2018	To obtain a clear action plan on how a TFCA pillar will be addresses and implementation monitored.		Annual	TFCA CA	TFCA CA	Once achieved, this indicator progresses to: **Periodical review of the TFCA Action Plan for Sustainable MNR.**	Y2
IND08/02	**Periodical review of the TFCA Action Plan for Sustainable MNR**	2020	To ensure that the plan is reviewed once before the end of the first M&E cycle.		Bi-annual	TFCA CA	TFCA CA		Y3
IND08/03	**Measurement (in hectares) of community land ownership per TFCA.**	2017	To map registered community owned areas in TFCA as valid land tenure systems.		Annual	TFCA CA	TFCA CA	This indicator may be moved to Component 5, if preferred.	Y1
IND08/04	**Types of access to NR granted to local communities**	2017	To ensure that sustainable use practices are created with rural communities for	**Level 1:** Access to use Access to co-management **Level 2:**	Annual	TFCA CA	TFCA CA		Y1

			the benefit of development and conservation.	Harvesting of natural resources Use of land-based services (grazing) Use of land-based services (water)				
IND08/05	**Illegal mortality and harvesting of indicator species per TFCA.**	2017	To establish what is the conservation trend and correlate regionally.	**Fauna species:** Elephant Rhinoceros Wild dog Coral **Flora species:** Teak Rosewood	Annual	TFCA CA; SADC TFCA Unit	TFCA CA; SADC TFCA Unit	The list uses a combination of umbrella species, endemic species, and threatened species.	Y1
IND08/06	**Assessment of population trends per TFCAS.**	2017	To establish what is the trend in conservation for indicator species.	**Per indicator species:** **Increase** **Stable** **Decrease**	Annual	TFCA CA	TFCA CA	This indicator is disaggregated using the list of IND08/05. Provide evidence when available.	Y1
IND08/07	**Existence of habitat connectivity projects**	2017	To establish the existence of projects aimed at fostering the mobility of fauna across a TFCA landscape	**Species based projects** **Ecosystem based projects**	Annual	TFCA CA	TFCA CA	Provide evidence when available.	Y1

IND08/08	Reporting on habitat connectivity projects	2018	To monitor progress and life cycles of the habitat connectivity projects.	Species based projects Ecosystem based projects	Bi-Annual	TFCA CA	TFCA CA	Evidence of reporting must be produced.	Y2
IND08/09	Measurement (in hectares) of TFCA landscape loss to natural and/or anthropogenic events.	2017	To establish what is the actual threat to ecosystem health per TFCA.	Fauna Invasive species Flora Invasive species Extractive industries Polluting events Wildlife carrying capacity	Annual	TFCA CA	TFCA CA	This indicator can be further disaggregated by type of area (land, coastal, riverine, etc.) and type of ecosystem.	Y2
IND08/10	Number of animals translocated	2017	To ensure all TFCAs in the region achieve a sustainable wildlife population through cross-border animal translocations	Level 1: Giving countries List all 15 SADC Countries Other Level 2: Receiving countries List all 15 SADC Countries Other Level 3 Species	Annual	TFCA CA	TFCA CA, PA	This indicator uses a disaggregation in three levels. Level 1 defines the donating country. Level 2 defines the receiving country. Level 3 defines the species translocated.	Y1

Bibliography

SADC. (1992). *SADC Treaty of the Southern African Development Community (SADC Treaty)*. Windhoek (Namibia): SADC.

SADC. (1998). *SADC Protocol on Tourism*. Kinshasa (Democratic Republic of Congo): SADC.

SADC. (1999a). *Protocol on Wildlife and Law Enforcement*. Maputo (Mozambique).

SADC. (1999b). *Protocol on Wildlife Conservation and Law Enforcement*. Maputo (Mozambique): SADC.

SADC. (2000). *Revised Protocol on Shared Watercourses*. Windhoek (Namibia): SADC.

SADC. (2001a). *Agreement amending the Treaty of the Southern African Development Community*. Blantyre.

SADC. (2001b). *Protocol on Fisheries*. Blantyre (Malawi): SADC.

SADC. (2002). *Protocol on Forestry*. Luanda.

SADC. (2003). *Regional Indicative Strategic Development Plan*. Retrieved from

SADC. (2012a). *SADC Policy for Strategy Development, Planning, Monitoring and Evaluation*. Gaborone.

SADC. (2012b). *SADC Programme for Transfrontier Conservation Areas*. Gaborone, Botswana.

Vasilijević, M. Z., Kevan; McKinney, Matthew; Erg, Boris; Schoon, Michael; Rosen Michel, Tatjana. (2015) Transboundary Conservation: A systematic and integrated approach. In C. Groves (Series Ed.) & A. Philips (Vol. Ed.)*. Best Practice Protected Area Guidelines Series No. 23* (pp. xi+107). Gland, Switzerland: IUCN.

Zunckel, K. (2014). *Southern African Development Community Transfrontier Conservation Guidelines: The establishment and development of TFCA initiatives between SADC Member States*. Retrieved from