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SADC TFCA Programme 2023 - 2033

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Executive Summary

The importance of a transboundary and multi-stakeholder approach to deal with many of the pressing challenges facing the environment and sustainable development is increasingly being recognised. Transfrontier Conservation Areas in Southern Africa are unique landscapes and seascapes that are well suited to the collaborative and coordinated implementation of a number of Multilateral Environmental Agreements in support of the Sustainable Development Goals and the creation of an equitable, carbon-neutral, and nature-positive world.

The conservation of transboundary ecosystems is subject to a range of policy, legal, governance and management regimes, as well as diverse social, cultural and economic systems. A number of SADC protocols and strategies provide the necessary enabling environment for the establishment and development of TFCAs in the SADC region. The SADC Protocol on Wildlife Conservation and Law Enforcement was endorsed by Member States in 1999 to establish common approaches to conservation and the sustainable use of wildlife resources. One of the key objectives of the Protocol is the conservation of shared wildlife resources through the establishment of TFCAs.

The approval of the SADC TFCA Programme (2013) reinforced Member States' efforts to establish and develop TFCAs in collaboration with national, regional and international partners. The SADC Secretariat has provided support in mobilising financial and technical resources, as well supporting regional knowledge sharing and collaboration.

The three pillars of SADC TFCAs are: (1) to foster regional integration between two or more states to manage shared natural resources and to achieve progress towards legal harmonisation and active cooperation in resolving matters relating to transfrontier conservation in the region; (2) transboundary management of natural resources and ecosystems; and (3) socio-economic development based on the sustainable use on natural resources by communities living in and alongside TFCAs.

In 2021, the Ministers responsible for Environment, Natural Resources and Tourism called for the Review of the SADC TFCA Programme (2013) to reflect on learnings and where applicable, to revise the programme taking into account key challenges and opportunities identified at the local, national, regional and global levels. The review of the 2013 SADC TFCA Programme provided valuable insights into the significant investment made and achievements observed as well as weaknesses and threats highlighted which should be addressed to ensure continuous improvement of TFCAs across Southern Africa. A key element of the revised programme is to craft the strategic direction for the future with clear lines of accountability and responsibility for the SADC Secretariat, for Member States and at TFCA level.

This revised SADC TFCA Programme (2023-2033) has been crafted through an inclusive and extensive process of engagements and synthesis and analysis. The Theory of Change derives from the Vision of the SADC TFCA Programme, which is for *a world-class network of sustainably managed transboundary landscapes and seascapes across and for the benefit of SADC*. The Theory of Change aims to explain how this vision will be brought about, as well as how it aligns to key results in SADC's Regional

Indicative Strategic Development Plan (RISDP) and the Kunming-Montreal Global Biodiversity Framework (GBF).

The Mission of the 2023-2033 SADC TFCA Programme is *to support a functional and integrated network of Transfrontier Conservation Areas where shared natural and cultural resources are sustainably co-managed, conserved and recognised as a foundation of economic development, human well-being and improved resilience of people living within and around TFCAs.*



Figure 1: Theory of Change applied for the SADC TFCA Revised Programme

To this effect, **five goals** have been developed towards achieving the stated vision.

Goal 1: Integrated and effective management of transboundary landscapes and seascapes.

Transboundary natural resource management is an important tool in broad landscape and seascape approaches to biodiversity conservation and the sustainable management of natural resources. In terrestrial TFCAs, Integrated Land Management is an increasingly popular and innovative approach to land management that reduces land use conflicts, empowers communities, addresses climate change, supports water and food security, and achieves development objectives at the landscape scale.

Marine TFCAs typically pursue several overarching goals, including strengthening regional integration and cooperation, protecting and re-establishing key ecological functions disrupted by limitations of opposing uses and management principles, promoting cultural linkages, community development and promoting growth of the tourism sector, specifically cross border tourism, eco-tourism and natural resources-based businesses. It is expected that these common objectives will be pursued via joint operational or management plans, collaborative law enforcement exercises, ecological monitoring and research, data sharing as well as policy and regulatory harmonisation.

Goal 2: Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and Other Activities.

The SADC programme to advance TFCAs included a component of great significance, that of local livelihoods, with a core focal point to enhance local livelihoods by means of specific activities and actions. The importance of rural communities dependent upon the natural resources for livestock, food production, cash crop cultivation, firewood, organic fruit, wild herbs and game meat for survival, were highlighted in the Situational Analysis Report (SAR). Understanding that communities based within and around TFCAs are entirely reliant upon their surrounding natural resources for their livelihoods, which raises the importance of their critical role in the implementation of a successful and sustainable TFCA ecosystem.

Goal 3: Governance, multi-sectoral partnerships and regional integration strengthened.

The establishment of individual TFCAs is based on partnerships between governments, NGOs, local communities, the private sector, and other key stakeholders. While the main players are the relevant governments and implementing agencies, ICPs and NGOs have also greatly contributed towards supporting the implementation of TFCAs. However, the implementation of the TFCA Programme remains the prerogative of the SADC Member States and therefore, unless there is political will and acceptance at national level, the TFCA's development processes may be stalled. The SADC TFCA Programme aims to influence change in the practices regarding conservation and management of shared natural resources and it advocates for harmonisation of policy and legal frameworks, thereby facilitating the development of regional standards, procedures, and guidelines to resolve disparities and conflicts within and between policies and laws of the SADC countries in the development of TFCAs. Improved policies and legislation are the basis for efficient and effective management of existing TFCAs and expansion of the TFCA network in the SADC Region.

Goal 4: Long-term sustainable financing secured for TFCAs.

TFCAs are very well positioned to yield multiple agricultural, livelihood, conservation and climate benefits at a landscape level to achieve inclusive green growth. However the lack of sustainable funding for the establishment, development and management activities remains a critical challenge for TFCAs. Member States and International Cooperating Partners are key funders of programmes in TFCA landscapes. A variety of innovative financial mechanisms are emerging that are particularly relevant in the context of integrated landscape and seascape management approaches, which is in essence what TFCAs are. The SADC TFCA Programme aims to increase the capacity of a range of stakeholders to take advantage of emerging landscape finance opportunities, to advocate for the capitalisation of the dedicated SADC TFCA Finance Facility and to initiate preparations to develop a pipeline of large projects to benefit TFCA landscapes and seascapes.

Goal 5: Enhanced skills and capacity development and improved knowledge management.

Building the human capital in TFCA landscapes has been identified as a critical development pathway with significant conservation and livelihood outcomes. In order to ensure efficient allocation of resources, clear training needs requirements should be established and transparent selection criteria for skills development should be established. A significant factor to consider is that of strengthening Indigenous Knowledge systems. A more coordinated and expanded research programme of and in TFCAs is recognised as an important opportunity for the professional development of regionally based students, and the application of research outputs is emphasised as being a critical factor in the process

of adaptive management. A concerted effort to harness the multiple benefits of effective Knowledge Management is articulated.

The implementation of the 2023-2033 SADC TFCA Programme is undertaken at three distinct levels, namely at the regional SADC level, at the Member State level and at the individual TFCA level. At each of these levels there are established implementation and partnership modalities with a wide range of stakeholders, which the activities described in this programme seek to build on.

As part of the process to revise the 2013 SADC TFCA Programme, a series of workshops were held with SADC Member States to solicit inputs and to develop consensus on the categorisation and listing process of SADC TFCAs, as well as to consider criteria related to the functionality of TFCAs. Based on the outcome of the discussions, the revised TFCA category definitions are as follows:

- **Category A – Formalised:** These are TFCAs with a legal mandate with clearly defined boundaries and established through a binding Agreement for the development of the TFCA by the Partner States.
- **Category B – Proposed:** TFCAs with signed **Memorandum of Understanding (MoU)** and with a description of the proposed location. The MoUs provide for an **interim** arrangement that facilitates negotiations towards the signing of a binding Agreement to formally establish the respective TFCA.
- **Category C – Conceptual:** These are TFCAs where Partner States have an official **intent** to establish a TFCA, but no binding Agreement or interim MoU is in place.

The SADC Secretariat has an important Secretariat role to keep track of the progress of TFCA establishment. As part of the listing process, SADC Secretariat will therefore request an update from Member States at least every two (2) years before the Joint Ministerial meeting for Environment, Natural Resources and Tourism, requesting to submit any new TFCA Agreements, interim MoUs or letter of intents. Member States are required to observe the following:

Category A and B:

- Partner States to submit any new Agreement or Interim MoU to SADC Secretariat, either on own initiative or following the information request from SADC Secretariat.

Category C:

- Partner States to send jointly signed letter of intent with any supporting documentation (e.g., Concept Note, TFCA Diagnostic Tool, implementation plan) either on own initiative or following the information request from SADC Secretariat.

The SADC TFCA programmes monitoring, evaluation and learning system is designed with a goal of improving programmatic performance and strengthening learning. Monitoring, evaluation, and learning shall take place through continuous systems of reporting through engagement with a wide variety of stakeholders, to ensure a comprehensive view is taken to considering both the progress made towards progress in implementation, as well as the level to which this implementation has resulted in progress towards the Program's strategic objectives.



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List of Abbreviations

ACM	Adaptive collaborative management
AIS	Invasive Alien Species
APAC	African Protected Areas Congress
CBD	Convention on Biological Diversity
CBF	Global Biodiversity Framework
C-NRM	Climate Resilience and Natural Resource Management
COP	Conference of Parties
FANR	Food Agriculture and Natural Resources
FF	Financing Facility
GBF	Global Biodiversity Framework
GEF	Global Environment Facility
GIZ	German Agency for International Cooperation
ICP	International Cooperating Partner
JMA	Joint Management Area
KPA	Key Performance Area
IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
IPLC	Indigenous People and Local Communities
IUCN	International Union for the Conservation of Nature
LT	Long Term
MAB	Man and Biosphere Programme
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MT	Medium Term
NBSAP	National Biodiversity Strategies and Action Plans
NDC	Nationally Determined Contributions
NGO	Non-governmental organisation
PA	Protected Area
PAT	Performance Assessment Tool
SADC	Southern African Development Community
SAR	Situational Analysis Report
SDG	Sustainable Development Goals
ST	Short Term
RISDP	Regional Indicative Strategic Development Plan
TBCSG	Transboundary Conservation Specialist Group
TBNRM	Transboundary Natural Resource Management
TBPA	Transboundary Protected Areas
TFCA	Transfrontier Conservation Area
TFCMA	Transfrontier Conservation Marine Area
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WCPA	World Commission on Protected Areas
WEF	World Economic Forum

Section 1: Introduction

1.1 Transfrontier Conservation Areas

There are more than 220 Transfrontier Conservation Areas in the world, which are in various stages of development and implementation. Sovereign governments started to join hands on the creation of Transfrontier Conservation Areas (TFCAs) from the early 1930s to increase landscape connectivity and improve conservation outcomes in ecosystems that are divided by political boundaries. Approximately one-third of all terrestrial high-biodiversity sites straddle international borders and the critical importance of transboundary marine conservation areas is also increasingly recognised.¹

Transboundary conservation encourages cooperative management of shared natural resources to achieve conservation goals across international boundaries and to secure benefits for people living in these conservation landscapes and seascapes. The conservation of transboundary ecosystems is subject to a range of policy, legal, governance and management regimes, as well as diverse social, cultural and economic systems.

The Global Transboundary Protected Areas Network was launched in 2003 at the Vth IUCN World Parks Congress in Durban, South Africa. The goal of the network was to act as a repository for all transboundary protected area information, and to allow for the exchange of information and improved communication between diverse stakeholders across the globe. This global network is facilitated by the IUCN World Commission on Protected Areas (WCPA) Transboundary Conservation Specialist Group (TBCSG), which in 2009 changed its name from the Transboundary Protected Area Task Force. The TBCSG's mission is to: *“promote and encourage transboundary conservation for the conservation of nature with associated ecosystem services and cultural values while promoting peace and co-operation among nations through enhancing knowledge and capacity for effective planning and management of transboundary conservation areas, in fulfilment of the Durban Action Plan and Convention on Biological Diversity (CBD) Programme of Work on Protected Areas”*.²

The SADC Protocol on Wildlife Conservation and Law Enforcement was endorsed by Member States in 1999 to establish common approaches to conservation and the sustainable use of wildlife resources. One of the key objectives of the Protocol is the conservation of shared wildlife resources through the establishment of TFCAs which is defined as *“an area or component of a large ecological region that straddles the boundaries of two or more countries, encompassing one or more protected areas, as well as multiple resource use areas”*.³

The Kgalagadi Transfrontier Park, regarded as SADC and Africa's first TFCA, was formally established in 1999. Since then, more TFCAs have emerged across the SADC region. Initially, the TFCA concept was implemented mainly bilaterally between SADC Member States. With time, Member States saw an important role for the SADC Secretariat to mobilise financial and technical resources, as well as to support regional knowledge sharing and collaboration. The approval of the 2013 SADC TFCA Programme facilitated and supported Member States' efforts in establishing and developing TFCAs in collaboration with national, regional and international partners. The aim of the Programme was *“to*

¹ WWF Adria Transboundary Conservation Factsheet (2020)

² <http://www.tbpa.net/index.php>

³ SADC (1999) Protocol on Wildlife Conservation and Law Enforcement. Maputo (Mozambique): SADC

develop SADC into a functional and integrated network of TFCAs where shared natural resources are sustainably co-managed and conserved to foster socio-economic development, and regional integration for the benefit of those living within and around TFCAs and mankind at large”.⁴

The three pillars of SADC TFCAs are: (1) to foster regional integration between two or more states to manage shared natural resources and to achieve progress towards legal harmonisation and active cooperation in resolving matters relating to transfrontier conservation in the region; (2) transboundary management of natural resources and ecosystems; and (3) socio-economic development based on the sustainable use on natural resources by communities living in and alongside TFCAs.⁵



Figure 2: The three pillars of SADC TFCAs

1.2 Revising the SADC TFCA Programme

In 2021, the Ministers responsible for Environment, Natural Resources and Tourism endorsed a Concept Note that called for the Review of the 2013 Southern African Development Conservation Transfrontier Conservation Areas (SADC TFCA) Programme after a need was identified to reflect on learnings and where applicable, to redesign a new programme considering the following:

- Align to global targets and Sustainable Development Goals;
- Align to the SADC Regional Indicative Strategic Development Plan 2020-2030 and other related SADC Protocols, Strategies and Programmes;
- Include a key component on Shared Natural Resource Management;
- Outline a clear process for TFCAs to become listed by SADC, to support the continued expansion of the SADC Network of TFCAs;
- Clearly define how TFCAs should be listed when also involving Non-SADC Partners; and
- Consider updating the definitions of the three categories of TFCAs.

The review of the 2013 SADC TFCA Programme was undertaken in 2022 and 2023, over a period of time when key decisions of global importance were taken at the Conferences of Parties (COP) of the three Rio Conventions — on Biodiversity, Climate Change and Desertification. The Kunming-Montreal Global Biodiversity Framework (GBF), which articulates 23 targets across 4 goals towards a 2050 vision of ‘Living in Harmony with Nature’ was adopted at the COP15 of the Convention on Biological Diversity (CBD). Key agreements⁶ at the United Nations Framework Convention on Climate Change (UNFCCC) COP27 included (i) establishing a dedicated fund for loss and damage; (ii) maintaining a clear intention to keep 1.5 degrees Celsius within reach; (iii) holding businesses and institutions to account; (iv) mobilising more financial support for developing countries and (v) making the pivot towards the implementation of climate pledges. The United Nations Convention to Combat Desertification

⁴ SADC TFCA Programme (2013)

⁵ Monitoring and Evaluation of TFCAs: Situational Analysis Report (SADC), Gaborone, Botswana, 2020

⁶ <https://unfccc.int/process-and-meetings/conferences>

(UNCCD) COP15 resolved to enhance drought resilience, reduce land degradation and invest in restoration efforts. The links between land and other key sustainability issues, such as climate, biodiversity, green jobs and gender equality were also discussed.⁷ Land and ecosystem degradation are of specific importance on the African continent, as this affects human livelihoods, cultural identity, traditional knowledge of communities, and the productive capacity of African economies. Increasing attention is being focussed on sustainable management, use of natural resources and equitable sharing of benefits.

The importance of a transboundary and multi-stakeholder approach to deal with many of the pressing challenges facing the environment and sustainable development is increasingly being recognised. Transfrontier Conservation Areas in Southern Africa are unique landscapes and seascapes that are well suited to the collaborative and coordinated implementation of a number of Multilateral Environmental Agreements in support of the creation of an equitable, carbon-neutral, and nature-positive world and the achievement of the Sustainable Development Goals (SDG). At a regional level, this unique opportunity can be harnessed by anchoring a practical, innovative, and impactful approach in the next iteration of the SADC TFCA Programme.

The SADC TFCA Programme (2023-2033) builds on the significant investment that has been made in various TFCAs across Southern Africa since 1999 and to build on the experience and knowledge that has been generated in the implementation of the first SADC TFCA Programme that was adopted by Member States in 2013.

1.3 Methodology and Approach

A two-step process was followed in formulating the revised SADC TFCA Programme. A wide range of inputs were solicited to develop an informed Situational Analysis. A draft framework for the revised SADC TFCA Programme was then developed and presented to a consultative workshop for consideration and further inputs.

Situational Analysis Report

- Decisions of the SADC Ministers Responsible for Natural Resources, the Environment and Tourism and other SADC Ministerial Cluster Committees relating to SADC TFCAs;
- TFCA Programme activities undertaken at three distinct levels a) by the TFCA unit within the Food, Agriculture and Natural Resources Directorate of the SADC Secretariat with support from International Cooperating Partners; b) by Member States that are party to various TFCA agreements and their respective public and private sector partners and local community constituents; and c) by individual TFCA structures;
- Bilateral engagements with TFCA Country Focal Points and relevant stakeholders of Member States and with two (2) TFCA Secretariats;
- Analysis of relevant global, continental and regional SADC policies, frameworks, strategies and programmes that have relevance and applicability to work undertaken in SADC TFCAs;
- Desktop overview of relevant literature, reports and other sources;
- An on-line survey to determine perceptions, insights, opportunities and challenges with 145 responses from a wide range of TFCA practitioners;

⁷ <https://unccd.int/resources/publications>



- Thematic consultative workshops and focusses group discussions on Monitoring and Evaluation, Transboundary Coastal and Marine Management, Long-term sustainable financing of TFCAs, and the Categories and Listing Processes of TFCAs; and
- Synthesis of the outcomes of SADC TFCA Network meetings and activities.

Revised SADC TFCA Programme Framework

- A virtual Consultative Workshop attended by SADC Member States and other key stakeholders to present the Situational Analysis Report and the draft Framework for the revised SADC TFCA Programme was held on 1-2 February 2023.
- A second in-person Consultative Workshop attended by SADC Member States and TFCA representatives was held on 13-14 March 2023. Inputs into the development of the Theory of Change for the revised Programme; into the Programme Goals and activities; and the revised Framework and TFCA categorisation and listing process were obtained.

A summary of the methodology and approach is provided below.

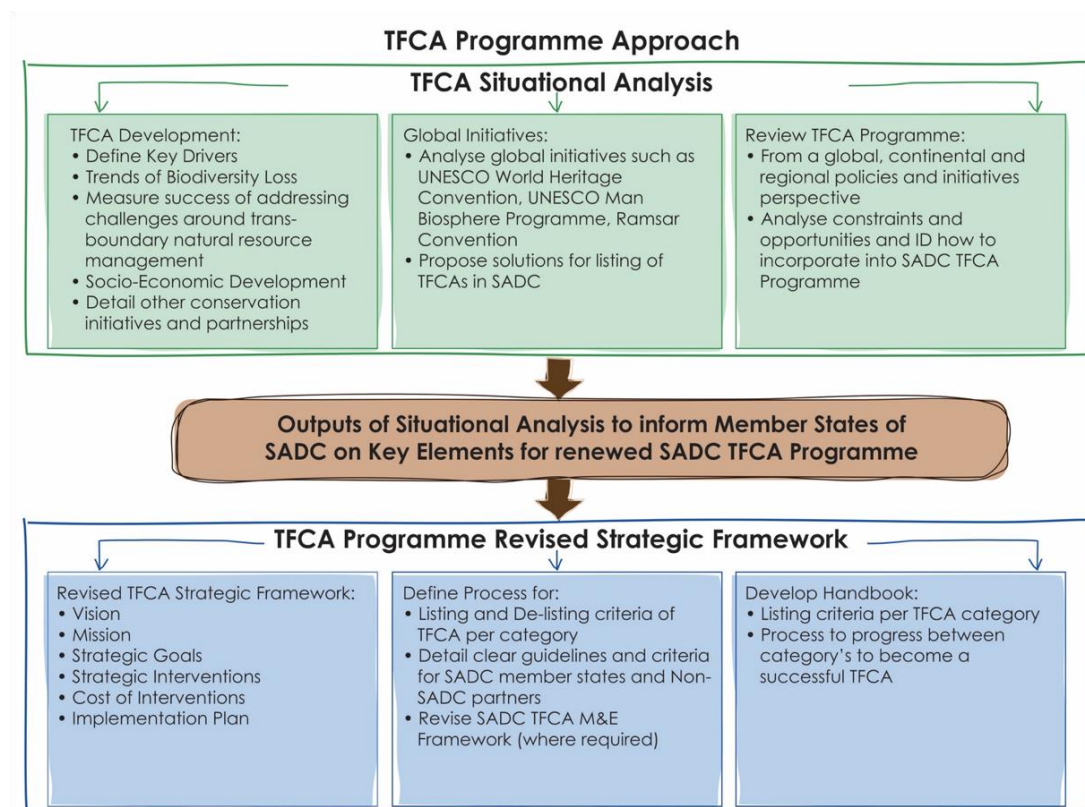


Figure 3: Methodology and approach

1.4 Achievement of Objectives of the SADC TFCA Programme (2013)

The diagrammes below provide a summary overview and assessment of each component as per a range of stakeholder engagements and analysis of literature undertaken during the Situational Analysis phase.

Component 1: Advocacy and harmonisation

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
1. Advocacy and harmonisation				
1.1 Promote political will in support of the development of TFCAs				
1.2 Support the harmonisation of policy and legal frameworks for TFCA management				
1.3 Promote cross sectoral dialogue on TFCA developments at national and regional levels				

Component 2: Enhancing of Financing Mechanisms for TFCAs

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
2. Enhancement of financing mechanisms for TFCAs				
2.1 Develop sustainable TFCA financing mechanisms				

Component 3: Capacity Building

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
3. Building capacity for TFCA stakeholders				
3.1 Enhance capacity for the successful development and management of TFCAs				

Component 4: Data and Knowledge Management Systems

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
4. Data and Knowledge Management Systems				
4.1 Establish platforms for data and knowledge management and information exchange				
4.2 Establish monitoring and evaluation frameworks for TFCA development and management at the TFCA and regional levels				

Component 5: Enhancement of Local Livelihoods

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
5. Enhancement of local livelihoods				
5.1 Empower local communities, especially women, to participate in TFCA decision making processes				
5.2 Facilitate public and private investments in transboundary infrastructure, trade, and tourism projects				
5.3 Increase opportunities for investment in income generating activities for local communities				
5.4 Facilitate the mainstreaming of gender, HIV/AIDS and other health related issues into TFCA development				

Component 6: Reducing Vulnerability of Ecosystems and People to the effects of Climate Change

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
6. Reducing vulnerability of ecosystems and people to the effects of climate change				
6.1 Support the development of climate change mitigation and adaptation measures within TFCAs				

Component 7: Development of TFCAs into Marketable Regional Tourism Products

SADC TFCA Programme (2013) Component Objectives	Fully Achieved	Partially Achieved	Initiated	Limited Progress
7. Development of TFCAs into marketable regional tourism products				
7.1 Increase the value and volume of sustainable nature-based tourism flows to the region				
7.2 Inculcate more equitable partnerships between private sector and communities in the tourism industry				

1.5 SWOT Analysis as an Outcome of the Situational Analysis

- Conservation of Shared Natural / Wildlife Resources
- Significant investment made in TFCAs since 1999
- Promotion and re-establishment of transboundary cultural linkages
- Finance facility provided financial support to various TFCAs
- Size of the current TFCA estate is in excess of 152 million hectares
- Projects are instituted to ease transboundary movement of tourists and wildlife
- SADC Secretariat's efficiency in building the TFCA estate through various programmes, projects, strategies and interventions
- SADC TFCA Network: growing and active community of practitioners
- Effective mechanism to combat illicit transboundary wildlife crime
- Platform for learning, knowledge sharing and exchange of information
- Coordination mechanism to convene a diverse range of stakeholders and interested parties
- Ability of Marine TFCAs to foster conservation and protection of marine biodiversity, while strengthening community development and contributing to local/regional economies through tourism and involvement of the private sector

Strengths

- Limited benefit flows to local communities, including effective inclusion in governance structures
- Lack of effective implementation 'on the ground' of strategies developed
- Inadequate coordination between Member States and other stakeholder groups
- Lack of sufficient capital / financing instruments
- Funding seemed to be skewed towards established TFCAs
- Over-reliance on donor funding / limited contributions received from Member States
- Lack of human resources and skills at TFCA level
- Frequent changes in political leaderships at Member State level
- Lack of functional M&E system, standardised reporting and baselines for indicators
- Lack of awareness of TFCA FF
- Need to enhance information dissemination
- Marine and coastal TFCAs at poor level of implementation

Weaknesses



- Sustainable Co-Managed TFCAs aligned to SDGs (sustainable use focus)
- Income generating project opportunities to enhance livelihoods in and around TFCAs implicate increase in economic activities, job opportunities etc.
- Redesigned Category Listing of TFCAs could increase growth / continued expansion
- Focus on expanding marine / ocean TFCAs pose various opportunities for TFCAs
- Learning exchanges / skills development / capacity building
- Gender and youth equality would create equal opportunities for all
- OECMs could be used as expansion plan for TFCAs / PAs / buffer zones / corridors
- Improved Joint Transboundary Management and Operations
- Promotion of cross-sectoral dialogue
- Effective partnerships with scientists, educational institutions, NGOs, ICPs etc.
- Improved cooperation between public and private sectors inclusive of civil society
- Improved co-existence between humans and wildlife to reduce HWC
- Improved governance processes / environmental justice
- Majority of coastal Member States embraced the concept and committed to developing strong "Blue Economies"

Opportunities

- Each Member State has their own judicial systems which impede on transboundary law enforcement activities and convictions
- Judicial system and sovereignty beyond wildlife crime
- Land and ecosystem degradation
- Natural resource risks (climate change / biodiversity loss / pollution / AIP / fires etc)
- Illegal harvesting and trade of wildlife products (animals and plants)
- Poaching
- Lack of political will from some Member States / need for stronger Member State commitment
- Impact of pandemics and its effects on revenue generation mechanisms for TFCAs
- Natural disasters (prevention and mitigation)
- Lack of effective resourcing and financing mechanisms
- Impact of climate change on terrestrial landscapes and seascapes
- Impact of climate change, pollution, poaching and illegal wildlife trade, unsustainable use of natural resources and habitat destruction or loss on Marine TCAs

Threats

Figure 4: SWOT Analysis

Section 2: Policy and Legal Framework

2.1 Global Policy and Implications for the SADC TFCA Programme

2.1.1 Agenda 2030 for Sustainable Development

The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015 and provides a shared blueprint for peace and prosperity for people and the planet. Seventeen (17) Sustainable Development Goals (SDGs) provide the basis of a global partnership that recognises that ending poverty must go hand-in-hand with strategies to improve health and education, reduce inequality and foster economic growth while addressing climate change and securing the natural capital that sustains life on earth.

The SDGs encompass four key pillars, namely Social Inclusion (Goals 1 to 7), Economic Growth (Goals 8 to 11), Environmental Responsibility (Goals 12 to 15) and Governance (Goals 16 and 17). The SADC Regional Indicative Strategic Development Plan (2020-2030) aligns the SADC development agenda to the UN's SDGs.

Implications for the SADC TFCA Programme

The results of a survey on priority SDGs to consider in the programme design of the new Programme provided clear priorities, the bulk of which relate to Social Inclusion, followed by Environmental Responsibility.

Table 1: SDGs and its Implications for the SADC TFCA Programme

Priority SDG	Implications for the SADC TFCA Programme
Social Inclusion SDG 1 No poverty SDG 2 Zero hunger SDG 3 Good health and well-being SDG 4 Quality education SDG 6 Clean water and sanitation	Enhancing the livelihoods of the local communities living in and around TFCAs is a critical policy priority. These primary beneficiaries should be engaged through participatory and transparent processes in developing programmes to address aspects such as eradicating poverty, increasing food security, accessing education opportunities.
Economic Growth SDG 8 Decent work and economic growth	The development of sustainable consistent and diversified income sources and livelihood opportunities is crucial and should be considered a high investment priority. Opportunities in the Blue, Green and Circular Economies are particularly suitable.
Environmental Responsibility SDG 13 Climate action SDG 14 Life below water (*) SDG 15 Life on Land	The Social Inclusion and Economic Growth Pillars are dependent on the natural capital that sustains life on earth. Secure and thriving landscapes and seascapes that are conserved, sustainable used and resilient to climate change are a key foundation.

2.1.2 Kunming-Montreal Global Biodiversity Framework

The Convention for Biological Diversity is a multilateral treaty that has three main goals: the conservation of biological diversity (biodiversity), the sustainable use of its components and the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources. The Convention

has been ratified by 196 nations. The CBD covers biodiversity at ecosystem, species and genetic resources levels.

Under the Convention, governments undertake to conserve and sustainably use biodiversity. They are required to develop National Biodiversity Strategies and Action Plans (NBSAP), and to integrate these into broader national plans for environment and development, the latter being referred to as the mainstreaming of biodiversity. The “ecosystem approach to the conservation and sustainable use of biodiversity” is being used as a framework for action, in which all the goods and services provided by biodiversity in ecosystems are considered.

The Kunming-Montreal Global Biodiversity Framework (GBF) was adopted at the 15th Conference of Parties (COP15) of the CBD hosted in December 2022. The 2050 vision of the GBF is “Living in Harmony with Nature”.

Implications for the SADC TFCA Programme

The framework comprises four goals and 23 action-oriented targets and sets out an ambitious plan to implement broad-based action to bring about transformation in society’s relationship with biodiversity.

Table 2: GBF Goals and its Implications for the SADC TFCA Programme

GBF Goals	Implications for the SADC TFCA Programme
Goal A Effective conservation and restoration of terrestrial and marine ecosystems and halting human-induced extinction of threatened species	TFCAs are well placed to make a substantial contribution to ensuring that the integrity, connectivity and resilience of ecosystems is maintained, enhanced or restored in landscapes and seascapes through integrated transboundary planning and management approaches. These approaches also include a focus on threatened species and the genetic diversity within populations of wild species.
Goal B Sustainable use and management of biodiversity to ensure that nature’s contributions to people are valued, maintained and enhanced	The established practice of sustainable use and the management of biodiversity is embedded in Community-Based Natural Resource Management approaches across TFCAs. Activities that ensure that nature’s contribution to people are valued, maintained and enhanced should be developed.
Goal C Fair sharing of the benefits from the utilization of genetic resources, and digital sequence information on genetic resources	Activities to ensure that the monetary and non-monetary benefits from the utilization of genetic resources and of traditional knowledge associated with the use of genetic resources are shared fairly and equitably.
Goal D Adequate means of implementing the GBF be accessible to all Parties, particularly Least Developed Countries and Small Island Developing States	It is critical to have clearly defined strategies and approaches to ensure that adequate means of implementation of the SADC TFCA Programme are secured. These include financial resources, capacity-building, technical and scientific cooperation and access to and transfer of technology.

2.2 African Union Policy and implications for the SADC TFCA Programme

2.2.1 Agenda 2063 – The Africa We Want

Agenda 2063 is a set of initiatives proposed and currently under implementation by the African Union. The stated goals of the Agenda are economic development, political integration, improvements in democracy and justice, establishing security and peace, strengthening of cultural identity, gender equality and political independence from foreign powers.

Implications for the SADC TFCA Programme

Seven (7) Aspirations and twenty (20) Goals have been articulated under Agenda 2063. A number of outcomes of the revised SADC TFCA Programme could be aligned to contributing to the achievement of these.

Table 3: Agenda 2063 and its Implications for the SADC TFCA Programme

Agenda 2063 Aspirations	Implications for the SADC TFCA Programme
A Prosperous Africa, based on Inclusive Growth and Sustainable Development	A clear alignment with initiatives that focus on sustainable and inclusive economic growth that unlock income generating activities. Emphasis on economic diversification and resilience. A focus on dealing with poverty, inequality and hunger. A targeted focus on education and Science, Technology and Innovation skills development.
An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law	A strong focus on strengthening institutions and leadership, and supporting participatory development and local governance structures.
Africa with a Strong Cultural Identify, Common Heritage, Values and Ethics	An emphasis on cultural values and the African Renaissance, and an appreciation of the opportunities presented by Cultural Heritage, Creative Arts and associated businesses.
An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children	Full gender equality is advocated in all spheres of life, with a specific focus on women and girls empowerment and also youth empowerment.

2.3 Regional Policy and implications for the SADC TFCA Programme

2.3.1 SADC Regional Indicative Strategic Development Programme (RISDP)

The SADC Regional Indicative Strategic Development Programme (RISDP) 2020–2030 is a 10-year strategic plan. It represents an ambitious attempt to lay out how SADC can best move towards SADC Vision 2050 over the next 10 years. This Vision for 2050 is grounded in SADC’s original Vision of “a common future, a future in a regional community that will ensure economic wellbeing, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa”.

SADC Vision 2050 is built on a foundation of Peace, Security and Good Governance and anchored on the following three pillars:

- Pillar I: Industrial Development and Market Integration.

- Pillar 2: Infrastructure Development in Support of Regional Integration.
- Pillar 3: Social and Human Capital Development.

The three pillars are interlinked with cross-cutting issues such as Gender, Youth, Environment and Climate Change, as well as Disaster Risk Management.

Table 4: RISDP and its Implication for the SADC TFCA Programme

RISDP (2020-2030) Pillar	Implications for the SADC TFCA Programme
Peace, Security and Good Governance	The governance and oversight of TFCAs presents an opportunity for continued high-level cooperation among Member States, enhanced regional frameworks to address transnational law enforcement and anti-poaching, and enhanced human security, particularly for the most vulnerable and marginalised populations.
Industrial Development and Market Integration	Clear direction provided on the development of interconnected, integrated and competitive Blue, Green and Circular Economies that are sustainably developed for the benefit of all SADC citizens. Deepened regional market integration, including enhanced cooperation and regional coordination in matters relating to tourism is also referenced.
Infrastructure Development in Support of Regional Integration	TFCAs should be encouraged to identify critical regional infrastructure requirements in support of their strategic priorities.
Social and Human Capital Development	Improved living standards as measured through improved food and nutrition security and increased job creation and access to decent work opportunities.
Cross-cutting issues: Gender, Youth, Environment and Climate Change, and Disaster Risk Management	Increased participation of women in regional development; skilled youth participating in, and driving, socio-economic development. Enhanced sector-based approaches towards development climate change resilience and enhanced disaster risk management. Improved management of the environment and sustainable utilisation of natural resources.

Section 3: Programme Strategic Direction

The main objectives of SADC are to achieve development, peace and security, economic growth, to alleviate poverty, to enhance the standard and quality of life of the people of Southern Africa, as well as to support the socially disadvantaged through regional integration, built on democracy principles as well as equitable and sustainable development. To this effect, and achieved through a consultative and co-development process, the strategic direction of the 2023-2033 programme is detailed in the section below.

3.1 Vision and Mission

2023-2033 Vision Statement: *A world-class network of sustainably managed transboundary landscapes and seascapes across and for the benefit of SADC.*

2023-2033 Mission: *To support a functional and integrated network of Transfrontier Conservation Areas where shared natural and cultural resources are sustainably co-managed, conserved and recognised as a foundation of economic development, human well-being and improved resilience of people living within and around TFCAs.*

3.2 Guiding Principles

Six guiding principles were identified in support of the vision, mission as well as the goals, outcomes, outputs and activities detailed in this revised programme. The primary purpose of these guiding principles is to inform decision making whilst also taking cognisance of mitigating risks. These guiding principles are:

1. Environmental and social justice.
2. Accountability and transparency.
3. Harnessing innovation and technology.
4. Multi-sectoral and inclusive approach.
5. Evidence-based adaptive management.
6. Sustainable use of all natural resources.

3.3 The Theory of Change

The Theory of Change derives from the Vision of the SADC TFCA Programme, which is for a world-class network of sustainably managed transboundary landscapes and seascapes across and for the benefit of SADC. The Theory of Change aims to explain how this vision will be brought about, as well as how it aligns to key results in SADC's Regional Indicative Strategic Development Plan (RISDP) and the Kunming-Montreal Global Biodiversity Framework.

This programme contributes to the foundational pillar of the SADC RISDP with its focus on peace, security, and good governance, and contributes directly to all three pillars, which are:

- Pillar I: Industrial Development and Market Integration.
- Pillar II: Infrastructure Development in Support of Regional Integration.
- Pillar III: Social and Human Capital Development.

Furthermore, the cross-cutting pillar related to gender (specifically women and youth), the environment and climate change, as well as disaster risk management are all reflected within the remit of the SADC TFCA Programme.

This programme is also closely aligned and complementary to the Theory of Change of the Kunming-Montreal Global Biodiversity Framework (GBF), which sets out a 2050 vision of 'Living in Harmony with Nature'.

The GBF Theory of Change outlines how a wide range of tools and solutions have to be developed, implemented and scaled to reduce the multiple threats to biodiversity whilst ensuring that people's needs can be met through the sustainable use of biodiversity. These actions are supported by enabling conditions, adequate means of implementation – including financial resources, capacity and technology and are underpinned by the principles of responsibility and transparency.



Figure 5: Kunming-Montreal Global Biodiversity Framework

The SADC TFCA programme anticipates, that over the next 10 years, building a strong network of sustainably managed, transboundary landscapes and seascapes across and for the benefit of SADC, will contribute to three pillars, namely:

1. *Harmonising the transboundary management of natural resources in a way that is coordinated and equitable.* The SADC TFCA Programme will contribute to integrated and effective management of transboundary landscapes and seascapes through integrated planning, ecosystems services and species management, as well as the use of knowledge management and monitoring systems.
2. *Through transboundary management, the programme will see improved conservation outcomes as a result of coordinated efforts, and stronger systems for evidence-based decision making.* The SADC TFCA programme will build institutions of and for transboundary conservation, by aligning governance systems, strengthening capacity, and identifying sustainable sources of finance.

3. *Sustainable livelihoods, supported by the effective and equitable governance of natural resources and economic opportunities arising from them.* The SADC TFCA programme will contribute to the improvement of sustainable livelihoods of indigenous people and local communities who live in and adjacent to transboundary landscapes and seascapes through effective stewardship, clearly defined rights for sustainable use, and a reflection of community leadership in the programme’s governance.

These pillars are aligned to the pillars of SADC’s RISDP in the following ways:

- Peace, security, and good governance will be supported through the harmonisation and strengthening of governance structures in TFCAs
- Industrial development and market integration will be supported through unlocking opportunities to develop Blue, Green and Circular Economies, including tourism and natural resource beneficiation markets across TFCA landscapes.
- TFCAs have infrastructure components of their plans, which can include transport infrastructure, as well as infrastructure related to protected area management.
- Social and human capital development will be strengthened through the SADC TFCA programme’s key objective of building resilient livelihoods through both economic diversification, and disaster risk reduction.
- Cross-cutting issues related to women and youth, the environment and climate change, as well as disaster risk management will be mainstreamed throughout all planning and implementation processes in TFCAs.



Figure 6: Theory of Change applied for the SADC TFCA Revised Programme

3.3.1 Inputs

Inputs are needed at various levels for the SADC TFCA programme to meet its goals and objectives. These inputs include human, financial, technological and natural resources coming from member states, TFCAs themselves, SADC institutions, and a constellation of other technical and cooperating partners, and other role players that have an impact on the programme's success.

Financial inputs to carry out the activities spelled out in the programme will come from the SADC TFCA Financing Facility, bilateral and multilateral development cooperation, contributions from Members States of SADC structures, and contributions from foreign direct investments or public private partnership (PPP) initiatives.

Activities for the SADC TFCA programme happen at multiple levels. The Member State level is particularly important, and each Member State has identified an appropriate liaison person to represent that State in the SADC TFCA Programme. However, activities are also carried out in and around individual TFCAs, as well as at a SADC level. Alignment in the human resourcing of activities across all levels is an important result of the programme.

The SADC TFCA Program Secretariat plays a role of facilitating and convening the activities of TFCAs and Member States and may implement certain interventions that have regional level outputs, or that may contribute directly to results in other places in the SADC institution. Roles and responsibilities of all stakeholders are described in more detail in the relevant section of the program document.

3.3.2 Cross Cutting Activity Categories

Individual activities are delineated in the description of the programme that follows. However, activities generally include:

- Facilitation and coordination, to promote harmonisation and collaboration.
- Outreach and engagement, to promote inclusion, collective ownership, multi stakeholder partnerships, and community led development.
- Strengthening governance and internal systems, including capacity building and sustainable finance. This also includes knowledge management and monitoring and evaluation to support evidence-based decision making.

3.3.3 Assumptions

For the SADC TFCA Programme (2023-2033) to be successful, Member States will need to create an enabling environment that fosters trust, regional coordination and integration, and transboundary exchange of people, ideas, and resources. Furthermore, it requires ongoing, consistent political will, and willingness to invest resources into continued harmonisation, including the implementation of agreements that have already been established. Furthermore, Member States need to be able to convene a number of stakeholders who are not the core liaison for the programme, but whose experience, expertise, and mandates are nonetheless necessary. This also requires taking action to minimise threats to transboundary natural resource management, including natural disasters. For this Theory of Change to be successful, preconditions include:

- Member States prioritise, invest, and see the importance of the current TFCAs.

- Ministries and departments working outside the core areas of the programme, the environment and tourism, see the relevance for their own missions and visions, and are willing to support its mission and vision.
- Member states are willing to invest in transboundary management.
- There will be political will to strengthen harmonisation on key issues for TFCAs.

3.4 Linkages between the current and revised SADC TFCA Programme

The revised SADC TFCA Programme builds on the foundations established since the establishment of the first Transfrontier Park in the region in 1999, and the subsequent formalisation of a regional programme of work on TFCAs in 2013. The seven components articulated in the SADC TFCA Programme (2013) and an eighth on sustainably managing natural resources that was articulated during the process of developing the SADC TFCA Monitoring and Evaluation Framework have been streamlined into 5 Strategic Goals which are aligned to the Kunming-Montreal Global Biodiversity Framework and are designed to:

- Reduce threats to the biodiversity of the SADC region;
- Meet the needs of communities living in and alongside TFCAs; and
- Provide tools and solutions to implement the revised programme in an effective manner.

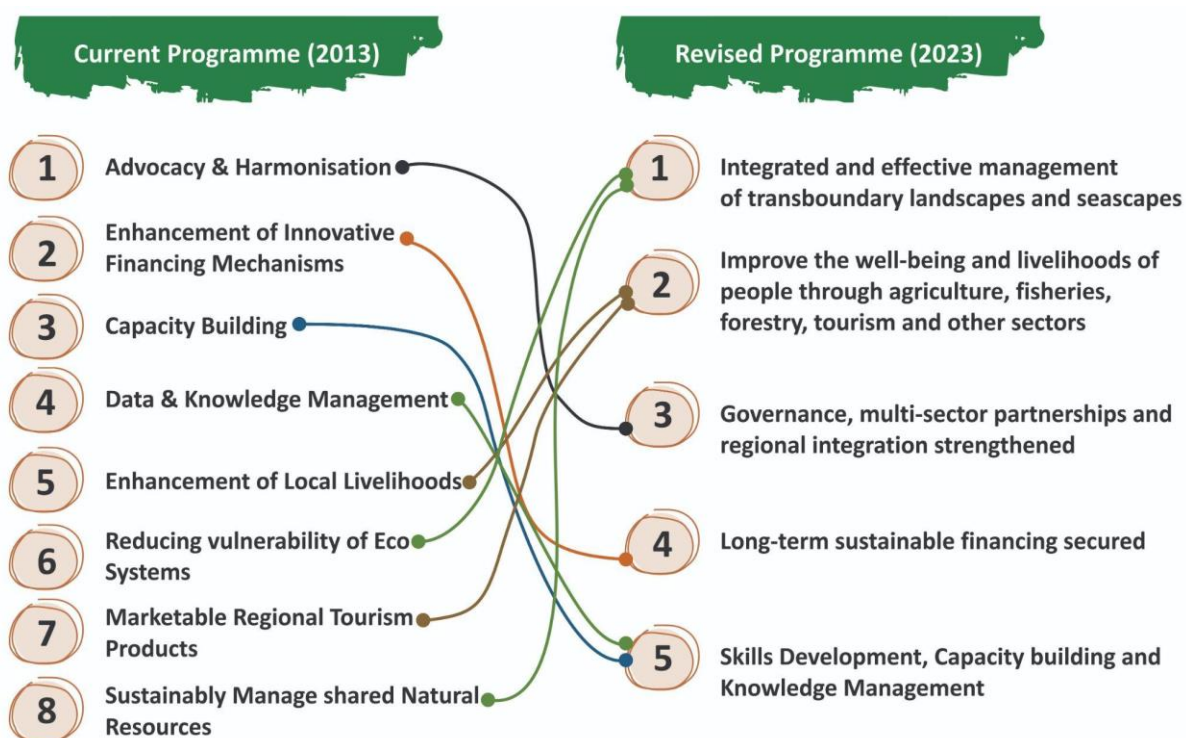


Figure 7: Integration of Current and Revised Programmes

In summary and to describe the integration of the programmes, the following is noteworthy:

- Component 1: Advocacy and Harmonisation has been integrated into Goal 3: Governance, multi-sector partnerships and regional integration strengthened.
- Component 2: Enhancement of Innovative Financing Mechanisms has been integrated into Goal 4: Long-term sustainable financing secured.

- Component 3: Capacity Building aligns with Goal 5: Capacity building and skills development.
- Components 4, 6 and 8 (respectively): Data and Knowledge Management, Reducing vulnerable ecosystems and sustainably managing shared natural resources were incorporated into Goal 1: Integrated and effective management of transboundary landscapes and seascapes.
- Component 5: Enhancement of local livelihoods was aligned to Goal 2: To improve the well-being and livelihoods of people through agriculture, forestry, fisheries, tourism and other activities.

Section 4: Programme Goals and Activities

The review of the 2013 SADC TFCA Programme provided valuable insights into the significant investment made and achievements observed as well as weaknesses and threats highlighted which should be addressed to ensure continuous improvement of TFCAs across Southern Africa. A key element of the revised programme is to craft the strategic direction for the future with clear lines of accountability and responsibility for the SADC Secretariat, for Member States and at TFCA level.

To this effect, five goals were identified which will be transformed into activities, sub-activities, timeframes for implementation as well as the roles and responsibilities.

Goal 1: Integrated and effective management of transboundary landscapes and seascapes.

Goal 2: Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and Other Activities.

Goal 3: Governance, multi-sectoral partnerships and regional integration strengthened.

Goal 4: Long-term sustainable financing secured.

Goal 5: Enhanced capacity building and skills development.

4.1 Purpose of Each Goal

The strategies, activities and sub activities detailed in the following sections aim to ensure the effective implementation of the following strategic goals:

Goal 1: Integrated and effective management of transboundary landscapes and seascapes.

Transboundary natural resource management is an important tool in broad landscape and seascape approaches to biodiversity conservation and the sustainable management of natural resources. In terrestrial TFCAs, Integrated Land Management is an increasingly popular and innovative approach to land management that reduces land use conflicts, empowers communities, addresses climate change, supports water and food security, and achieves development objectives at the landscape scale. Marine TFCAs typically pursue several overarching goals, including strengthening regional integration and cooperation, protecting and re-establishing key ecological functions disrupted by limitations of opposing uses and management principles, promoting cultural linkages, community development and promoting growth of the tourism sector, specifically cross border tourism, eco-tourism and natural resources-based businesses. It is expected that these common objectives will be pursued via joint operational or management plans, collaborative law enforcement exercises, ecological monitoring and research, data sharing as well as policy and regulatory harmonisation.

Goal 2: Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and Other Activities.

The SADC programme to advance TFCAs included a component of great significance, that of local livelihoods, with a core focal point to enhance local livelihoods by means of specific activities and actions. The importance of rural communities dependent upon the natural resources for livestock, food production, cash crop cultivation, firewood, organic fruit, wild herbs and game meat for survival, were highlighted in the Situational Analysis Report (SAR). Understanding that communities based within and around TFCAs are entirely reliant upon their surrounding natural resources for their livelihoods, which raises the importance of their critical role in the implementation of a successful and sustainable TFCA ecosystem.

Goal 3: Governance, multi-sectoral partnerships and regional integration strengthened.

The establishment of individual TFCAs is based on partnerships between governments, NGOs, local communities, the private sector, and other key stakeholders. While the main players are the relevant governments and implementing agencies, ICPs and NGOs have also greatly contributed towards supporting the implementation of TFCAs. However, the implementation of the TFCA Programme remains the prerogative of the SADC Member States and therefore, unless there is political will and acceptance at national level, the TFCA's development processes may be stalled. The SADC TFCA Programme aims to influence change in the practices regarding conservation and management of shared natural resources and it advocates for harmonisation of policy and legal frameworks, thereby facilitating the development of regional standards, procedures, and guidelines to resolve disparities and conflicts within and between policies and laws of the SADC countries in the development of TFCAs. Improved policies and legislation are the basis for efficient and effective management of existing TFCAs and expansion of the TFCA network in the SADC Region.

Goal 4: Long-term sustainable financing secured for TFCAs.

TFCAs are very well positioned to yield multiple agricultural, livelihood, conservation and climate benefits at a landscape level to achieve inclusive green growth. However the lack of sustainable funding for the establishment, development and management activities remains a critical challenge for TFCAs. Member States and International Cooperating Partners are key funders of programmes in TFCA landscapes. A variety of innovative financial mechanisms are emerging that are particularly relevant in the context of integrated landscape and seascape management approaches, which is in essence what TFCAs are. The SADC TFCA Programme aims to increase the capacity of a range of stakeholders to take advantage of emerging landscape finance opportunities, to advocate for the capitalisation of the dedicated SADC TFCA Finance Facility and to initiate preparations to develop a pipeline of large projects to benefit TFCA landscapes and seascapes.

Goal 5: Enhanced skills and capacity development and improved knowledge management.

Building the human capital in TFCA landscapes has been identified as a critical development pathway with significant conservation and livelihood outcomes. In order to ensure efficient allocation of resources, clear training needs requirements should be established and transparent selection criteria for skills development should be established. A significant factor to consider is that of strengthening Indigenous Knowledge systems. A more coordinated and expanded research programme of and in

TFCAs is recognised as an important opportunity for the professional development of regionally based students, and the application of research outputs is emphasised as being a critical factor in the process of adaptive management. A concerted effort to harness the multiple benefits of effective Knowledge Management is articulated.

4.2 Identification of implementation levels and roles

The implementation of the SADC TFCA Programme (2023-2033) is undertaken at three distinct levels:

1. At the regional **SADC** level;
2. At the **Member State** level; and
3. At the individual **TFCA** level.

At each of these levels there are established implementation and partnership modalities with a wide range of stakeholders, which the activities described in this programme seek to build on.

The roles to be performed at these levels are further described to ensure clarity, consistency and complementarity in the implementation of the Programme.

1. **Advocacy**: to publicly support or suggest the initiative, the action plan and / or to provide recommendations.
2. **Facilitate**: to help stakeholders with a process to reach an agreement or work towards a solution.
3. **Implementation**: to action and operationalise the implementation of the activity.

4.3 Goal 1: Integrated and Effective Management of Transboundary Landscapes and Seascapes

Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 1.1 Integrated transboundary land and seascape planning applied in SADC TFCAs	1.1.1	Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented	<ul style="list-style-type: none"> Undertake a climate vulnerability assessment to inform a Situation Analysis Report on TFCA Climate Change vulnerability at TFCA level 				Advocate: SADC Implement: MS / TFCAs
			<ul style="list-style-type: none"> Improve the management of TFCAs through the inclusion of climate change adaptation strategies in joint management / integrated development plans, including an understanding of the management and operational costs implications of managing these areas 				Advocate: SADC Implement: MS / TFCAs
			<ul style="list-style-type: none"> Support the implementation and mainstreaming of the SADC Climate Change Strategy and Action Plan in TFCAs 				Advocate: SADC Implement: MS / TFCAs
			<ul style="list-style-type: none"> Support the implementation of the National Protected Area Expansion Strategy as part of TFCA implementation to build climate change resilience, and secure and manage threatened biomes, ecosystems, and species 				Implement: MS / TFCAs
			<ul style="list-style-type: none"> Support the implementation of a systematic/systemic approach to biodiversity baseline and eco-system inventories to monitor, assess and respond effectively to existing anthropogenic pressures together with the additional pressures that climate change presents 				Implement: MS / TFCAs
			<ul style="list-style-type: none"> Develop and implement an effective policy framework to support climate change adaptation in the nature-based tourism sector 				Implement: MS / TFCAs
	1.1.2	Mechanisms for cross-sectoral coordination and engagement upscaled	<ul style="list-style-type: none"> Develop and implement participatory joint integrated transboundary land and seascape natural resource management plans in TFCAs to ensure sustainable management of shared resources 				Advocacy: SADC Facilitate: SADC/MS Implement: TFCAs
			<ul style="list-style-type: none"> Raise awareness about TFCAs at the national and regional levels through the following mechanisms: 				Advocacy: SADC / MS Facilitate: SADC/MS / TFCAs



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<ul style="list-style-type: none"> ○ A cross-sectoral roundtable discussion event linked to the bi-annual Committee of Ministers responsible for Environment, Natural Resource and Tourism meeting ○ A series of round table discussions on a range of thematic areas as part of the Community of Practice activities at the SADC TFCA Network ○ Establishment of inter-departmental forums for TFCA development on a MS level ○ Establishment of multi-stakeholder forums in TFCAs on a landscape level 				Implement: SADC/MS / TFCAs
	1.1.3	Planning, development and establishment of ecological corridors and wildlife dispersal areas supported to ensure connectivity and ecosystems health	<ul style="list-style-type: none"> ● Design and implement a Learning, Knowledge Sharing and Exchange Programme to share experiences and best practices on the planning, development and establishment ecological corridors and wildlife dispersal areas in TFCAs 				Implement: SADC Advocacy : TFCA/MS
			<ul style="list-style-type: none"> ● Increase awareness of ecological corridors and wildlife dispersal areas by developing and implementing 3-year programmes of work that includes a series of engagements such as webinars, seminars, learning, knowledge sharing and exchange events 				Implement: SADC Advocacy : TFCA/MS
			<ul style="list-style-type: none"> ● Set up national multi-stakeholder task teams / working groups in TFCAs to support MS to facilitate the planning and implementation of ecological corridors and wildlife dispersal areas through: <ul style="list-style-type: none"> ○ Identifying significant ecological corridors ○ Plan, develop and implement joint management plans for ecological corridors and wildlife dispersal areas ○ Implement and and monitor ecological corridors and wildlife dispersal areas 				Facilitate: MS Implement: TFCAs
			<ul style="list-style-type: none"> ● Establish and maintain a platform for the enhancement of knowledge about corridors amongst TFCA managers and local communities best practice tools and resources on topics such as participatory land-use planning, securing wildlife corridors through the innovative Wildlife Credits Scheme, wildlife 				Facilitate: SADC Implement: TFCA



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			restocking and translocations; CBNRM, improving human wildlife coexistence through HWC mitigation; biophysical monitoring, etc.				
Outcome 1.2 Effective transboundary ecosystem services and species management enabled and strengthened across SADC TFCAs	1.2.1	Implementation of an integrated approach to freshwater biodiversity supported	<ul style="list-style-type: none"> Develop integrated freshwater resource management strategies for terrestrial TFCAs 				Facilitate: MS Implement: TFCAs
			<ul style="list-style-type: none"> Ensure that a wholescape approach underpins transboundary water strategies, projects, including the use of nature-based solutions, and monitoring programmes 				Facilitate: MS Implement: TFCAs
			<ul style="list-style-type: none"> Implement a systematic / systemic approach to basin-level biodiversity baseline / eco-inventories (current approached fragmented) 				Advocate: SADC Implement: MS / TFCAs
			<ul style="list-style-type: none"> Commission analytical work to understand the role of TFCAs in: <ul style="list-style-type: none"> Groundwater recharge Freshwater water management Community livelihoods support Disaster and risk management (floods, droughts, etc.) 				Facilitate: SADC Implement: TFCAs
			<ul style="list-style-type: none"> Promote and formalise the relationship between RBOs and TFCAs through the signing of agreements 				Facilitate: SADC Implement: MS / TFCAs
	1.2.2	Implementation of an integrated approach to coastal and marine biodiversity supported	<ul style="list-style-type: none"> SADC to support Coastal and Island Member States with the establishment of more marine and coastal TFCAs in addition to Lubombo TFCA 				Advocacy: MSSADC: Implement
			<ul style="list-style-type: none"> Raise awareness about marine and coastal TFCAs at the regional level through: <ul style="list-style-type: none"> A series of round table discussions on a range of thematic areas as part of the Community of Practice activities at the SADC TFCA Network 				Implement: SADC Advocacy: MS
Raise awareness about marine and coastal TFCAs at the national level through:						Facilitate: SADC Implement: MS	



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<ul style="list-style-type: none"> Establishment of inter-departmental forums for TFCA development on a MS level Establishment of multi-stakeholder forums in TFCAs on a landscape level 				
			<ul style="list-style-type: none"> Actively support bilateral discussions, engagement, and pursuit of MoU or Treaties to upgrade Category C TFCAs towards fully established and operational Category A marine and coastal TFCAs 				Advocacy: SADC Implement: MS
			<ul style="list-style-type: none"> Support and strengthen engagement and collaboration of MS in the Ponta do Ouro – Kosi Bay TFCA through joint operational plans, scientific research and monitoring 				Advocacy: SADC MS: Facilitate TFCA: Implement
	1.2.3	Transboundary species management and joint operational plans developed	<ul style="list-style-type: none"> Develop a strategy to support MS to fully implement the UN Convention of Migratory Species including: <ul style="list-style-type: none"> Map the key migratory species Identify and prioritise key areas for support Monitor, evaluate and report on the implementation of the Convention 				Implement : SADC Advocacy: TFCAs / MS
			<ul style="list-style-type: none"> Develop transboundary species management plans for the management, and monitoring and research of key terrestrial and marine species 				Advocacy: SADC Implement: TFCAs / MS
			<ul style="list-style-type: none"> Develop a SADC Wildlife Translocation policy guideline to establish a consistent approach and clear guiding principles for the movement of wildlife within, to, and from the TFCAs, with the intention of achieving conservation-based outcomes. Furthermore, particularly when dealing with species that have the potential to cause human-wildlife conflict issues, conservation translocations should align with the desires and needs of interested and affected communities. The guiding principles seek to conform to “best practice” in the realm of 				Implement: SADC Facilitate: MS / TFCAs



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<p>wildlife management and address potential complexities in the following fields relevant to both animals and communities' livelihoods:</p> <ul style="list-style-type: none"> • Biological and ecological considerations • Socio-economic considerations • Legislative and regulatory policies • Ethical considerations 				
	1.2.4	Illegal Wildlife Trade ("IWT") and poaching activities reduced through improved enforcement, awareness, and diversifying livelihoods	<ul style="list-style-type: none"> • Support transboundary law enforcement and anti-poaching through the implementation of the SADC LEAP Strategy, and more specifically relating to the following: <ul style="list-style-type: none"> ○ Support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs and sub-activities (activity 1.6 SADC LEAP Strategy) ○ Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP strategy 2022-32 and sub activities 				Implement: Facilitate: TFCAs / MS
			<ul style="list-style-type: none"> • Coordinate and implement joint cross-border law enforcement, and ensure effective anti-poaching measures in TFCAs 				Implement: TFCAs / MS



4.4 Goal 2: Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and Other Activities

Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 2.1 Employment and livelihood opportunities in the Green, Blue and Circular Economies are secured and expanded	2.1.1	An enabling trade environment is established and market linkages created for people living in and around TFCAs are unlocked	<ul style="list-style-type: none"> Undertake a rapid livelihood assessment in TFCAs that have no livelihood strategy or plan in place. Such assessment should include, as a minimum: <ul style="list-style-type: none"> Poverty level(s) of communities living in and around TFCAs inclusive of geographic coverage Obtain data and statistics of employment / key sectors served Challenges experienced Detail the market opportunities available: in TFCAs and on periphery of TFCAs e.g. buffer zone or corridor List all income generating projects per sector: agriculture; fisheries; forestry; tourism; other projects etc. Detail market opportunities for women and youth Determine what are the trends and current priorities that would enhance livelihoods based on projects, experiences (what worked or did not work) Develop a community profile report with clear recommendations of interventions, trends, challenges, market opportunities and income generating projects per TFCA 				Advocate: SADC Facilitate: MS Implement: TFCA
			<ul style="list-style-type: none"> Embark on an analysis per TFCA to determine current cross border trade environment, inclusive of: <ul style="list-style-type: none"> Legislative / regulatory barriers Transboundary limitations and constraints Tariffs / non-tariff levied (or not) between Partner States Factors and levels of bureaucracy that inhibit trade flows and time delays Immigration related challenges experienced Compliance related costs Infrastructure available (example: community border posts) Logistics services available to ease trade 				Advocate: SADC Facilitate: MS Implement: TFCA



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<ul style="list-style-type: none"> ● Simplified and harmonised trade recommendations and procedures for each TFCA to reduce transaction costs, to ease trade and to ensure increased trade flows 				
			<ul style="list-style-type: none"> ● Based on the outcomes of the aforementioned two assessments: <ul style="list-style-type: none"> ● Develop a Combined Assessment Report of all TFCAs ● Use recommendations to develop a TOR for a Pilot Project ● Institute procurement process to appoint a suitable service provider ● Implement a pilot project at two TFCAs as prove of concept 				Facilitate: SADC
			<ul style="list-style-type: none"> ● Once prove of concept seems feasible, replicate and implement at all TFCAs 				Implement: MS
	2.1.2	TFCA community needs and activities are aligned to Policy Frameworks, Regional Poverty Alleviation Strategies, Livelihood Strategies, Programmes and Plans	<ul style="list-style-type: none"> ● Through the use of the Guidelines for Community Engagement (2018), share information related to the SADC TFCA Toolkit on Community Engagement with TFCA managers, community leaders and other stakeholders through online channels, workshops and meetings ● Align governance, planning, decision-making and implementation related matters of TFCAs to strategies, programmes and plans ● To host at least one meeting per year and share information 				Implement: SADC
			<ul style="list-style-type: none"> ● Create closer collaboration and frequent interactions between the TFCA and communities to discuss community concerns, to share key information related to programmes, projects or resources and to inform of any new initiatives ● To host at least one meeting per year to keep the community informed about progress in their TFCA 				Advocate: SADC Implement: TFCA
	2.1.3	A CBNRM Community of Practice is established and supported	<ul style="list-style-type: none"> ● Establish a CBNRM Community of Practice with a special focus on inclusion of women and youth through organised learning exchanges, meetings or where possible face to face interactions 				Facilitate: SADC Implement: TFCA
			<ul style="list-style-type: none"> ● Develop mechanisms to facilitate integration of indigenous knowledge and cultural systems ● Deliverable: Typical activities could include but would not be limited to museums, storytelling, walls with posters depicting the history of 				



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			the TFCA and the community, at central TFCA tourism attractions that provide the rich history of IPLCs etc.				
Outcome 2.2 Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green, Blue and Circular Economies is unlocked	2.2.1	Inclusive value chains across priority sectors are identified and developed	<ul style="list-style-type: none"> Undertake research of the new and existing value chains and manufacturing capacities of natural resources in TFCAs and within the following key sectors: agriculture; fisheries; forestry; tourism; marine based products, other products such as hunting, curio, plant-based products etc. Based on the value chain analysis, identify the most promising value chains for promotion towards enterprise development Stimulate enterprise development and growth through technical training, product development, testing, marketing and product promotion Deliverable: Value chain analysis with most promising value chains developed into business opportunities 				Advocacy: SADC Implement: TFCA
	2.2.2	Technical Assistance opportunities are identified and shared	<ul style="list-style-type: none"> Develop templates for project notes or proposals for income generating projects for purposes of access to funds, tenders, especially to promote women and youth empowerment 				Facilitate: SADC Implement: TFCA
			<ul style="list-style-type: none"> Provide professional and technical advisory and support services to complete these templates 				Facilitate: SADC Implement: TFCA
Outcome 2.3 Diverse sustainable tourism products and experiences increase the attractiveness and value of TFCAs as tourism	2.3.1	TFCA Market Development supported by the Boundless Southern Africa unit across all TFCAs (<ul style="list-style-type: none"> Develop content profiling the exceptional nature and culture of SADC TFCAs to strengthen TFCA tourism brand awareness 				Advocate: SADC Implement: TFCA / MS
			<ul style="list-style-type: none"> Improve and expand marketing collateral under the Boundless Southern Africa brand, including co-branding with individual TFCAs 				Implement: SADC Facilitate : TFCA / MS
			<ul style="list-style-type: none"> Develop suitable travel circuits, routes and trails to and in TFCAs 				Facilitate: SADC Implement: TFCA / MS
			<ul style="list-style-type: none"> Host media and tour operators on familiarisation trips to and between TFCAs 				Facilitate: SADC Implement: TFCA / MS
			<ul style="list-style-type: none"> Support selected cross-border events 				Facilitate: SADC Implement: TFCA / MS



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
destinations	2.3.2	TFCA Tourism Investment Programme implemented in a strategic and cost-effective manner	<ul style="list-style-type: none"> Develop an investment strategy and action plan covering all TFCAs 				Implement: SADC, TFCA / MS
			<ul style="list-style-type: none"> Execute a 5-year TFCA investment action plan 				Implement: SADC / MS / TFCA
			<ul style="list-style-type: none"> Hold a series of workshops and seminars to raise awareness about the SADC TFCA Tourism Concession Guidelines 				Implement: SADC
	2.3.3	Rural economic inclusion opportunities in tourism value chains are identified and unlocked	<ul style="list-style-type: none"> Commission a study to determine future travel trends post COVID-19 and how this informs the creation of tourism market development opportunities for increased rural economic inclusion opportunities in SADC TFCAs 				Implement: SADC
			<ul style="list-style-type: none"> Develop and implement a SME business development strategy and action plan for TFCAs to maximise local linkages, based on the study commissioned above 				Implement: SADC
			<ul style="list-style-type: none"> Position community-based tourism initiatives in TFCAs favourably to capitalise on the growing demand of sustainable tourism products and experiences 				Implement: SADC/MS/TFCA
Outcome 2.4 An effective and sustainable mitigation of threats, conflicts and risks to local communities living in and around TFCAs	2.4.1	An enabling environment and evidence-based approach for managing Human Wildlife Conflict (HWC) in TFCAs is created to ensure improved conditions for coexistence of people with wildlife	<ul style="list-style-type: none"> Establish a HWC Community of Practice to support the growth and enhancement of networking activities to enable greater collaboration in addressing the challenges of HWC in TFCAs 				Implement: SADC Facilitate : TFCA / MS
			<ul style="list-style-type: none"> Develop a toolkit and framework for the evidence-based and adaptive management of HWC in selected TFCAs with upscaling opportunities to other TFCAs 				Implement: SADC Facilitate : TFCA / MS
			<ul style="list-style-type: none"> Assess how HWC management and Coexistence practices are reflected across Protected Area Management Plans and Integrated Development Plans of TFCAs 				Facilitate: SADC Implement: TFCA/MS
			<ul style="list-style-type: none"> Support the development of a HWC monitoring and evaluation system that can be applied in TFCAs across SADC, scaling up systems that are already successfully applied 				Advocate: SADC Implement: TFCA/MS
			<ul style="list-style-type: none"> Develop and implement knowledge management strategies and mechanisms for sharing lessons learned regarding HWC and Coexistence in TFCAs across Southern Africa 				Advocate: SADC Implement: TFCA/MS



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<ul style="list-style-type: none"> Identify tools that have been developed in TFCAs to reduce HWC that are specific for each problem animal species and that are directed at positive incentives for people 				Facilitate: SADC Implement: TFCA/MS
			<ul style="list-style-type: none"> Identify training manuals and opportunities currently available to capacitate communities and resource persons who work directly on managing the conflict 				Facilitate: SADC Implement: TFCA/MS
			<ul style="list-style-type: none"> Support a One-Health Approach to integrated conservation and rural development in TFCAs 				Facilitate: SADC/MS/TFCA
	2.4.2	Climate smart and conservation compatible agriculture, agroforestry and fisheries for improved food security developed	<ul style="list-style-type: none"> Work with partners to improve pathways for communities to access water and related infrastructure 				Advocate: SADC Facilitate: MS Implement: TFCA
			<ul style="list-style-type: none"> Scale out capacity of local communities to understand climate risks and for the mainstreaming of adaptation mechanisms, whilst integrating both expert knowledge and the lived experience of the affected stakeholders 				Advocate: SADC Facilitate: MS Implement: TFCA
			<ul style="list-style-type: none"> Work with partners to develop and disseminate alternative livelihood opportunities that consider the needs, norms and practices of such communities to increase their potential uptake 				Advocate: SADC/MS/TFCA
	2.4.3	Disaster Risk Reduction	<ul style="list-style-type: none"> Commission a study to assess which TFCAs need to plan, design and implement joint early-warning systems and mitigation/response plans to natural disasters 				Implement: SADC Facilitate : TFCA / MS
			<ul style="list-style-type: none"> Plan, design and implement joint early-warning systems and mitigation/response plans to natural disasters in priority TFCAs 				Advocate: SADC Facilitate: TFCA/MS Implement: TFCA



4.5 Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integrated

Outcomes	#	Outputs	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 3.1 Political will in support of the development of TFCAs is strengthened across all spheres	3.1.1	The establishment and development of TFCAs integrated into the Protocol on Wildlife Conservation and Law Enforcement	<ul style="list-style-type: none"> Develop a legal analysis, including a clear set of recommendations, to guide the further inclusion of TFCA Programme in the process assess and review the SADC Protocol on Wildlife Conservation and Law Enforcement 				Facilitate and Implement: SADC
	3.1.2	Awareness about TFCAs at the national and regional levels raised through advocacy and improved communication	<ul style="list-style-type: none"> Develop and implement a Stakeholder Engagement and Communications Plan to support the implementation of the TFCA Programme 				Implement: SADC Facilitate MS/TFCA
			<ul style="list-style-type: none"> Develop and update existing communication platforms as per guidance of the Stakeholder Engagement and Communication Plans (e.g. SADC TFCA Portal, SADC website, TFCA websites) 				Facilitate and Implement: SADC
	3.1.3	Establishment and development of TFCAs integrated into national legislation of Member States	<ul style="list-style-type: none"> Ensure that the establishment and further development of TFCAs are well integrated into the national legislative and policy environment 				Facilitate and Implement: MS
	3.1.4	Working relations with key sectors active in TFCA landscapes and seascapes established	<ul style="list-style-type: none"> Establish working relations with key sectors in TFCA establishment through: <ul style="list-style-type: none"> A cross-sectoral roundtable discussion event linked to the bi-annual Committee of Ministers responsible for Environment, Natural Resource and Tourism meeting A series of focussed round table discussions on a range of thematic areas as part of the Community of Practice activities at the SADC TFCA Network Establishment of inter-departmental forums for TFCA development on a MS level Establishment of multi-stakeholder forums in TFCAs on a landscape level 				Facilitate: SADC Implement: MS



Outcomes	#	Outputs	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 3.2 Improved harmonisation of policy and legal frameworks for TFCA management	3.2.1	Identification of focus areas for policy and legal harmonisation in support of the implementation of the TFCA Programme	<ul style="list-style-type: none"> Undertake a situational analysis of work done to date, including lessons learned, gaps, case studies, key barriers, and best practice success stories 				Facilitate: SADC Implement: MS
			<ul style="list-style-type: none"> Identify key thematic focus areas and interventions to support policy and legal harmonisation on both a regional and TFCA level 				Facilitate: SADC Implement: MS
Outcome 3.3 Multi-stakeholder dialogue on TFCA developments at national and regional levels is established	3.3.1	Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs	<ul style="list-style-type: none"> Promote the inclusion of local community, and in particular women, into TFCA governance structures to protect their rights to access and control over land and natural resources 				Advocacy: SADC Implement: TFCAs / MS
			<ul style="list-style-type: none"> Support the sharing of lessons learned with the development and implementation of effective multi-stakeholder governance platforms on a MS and TFCA level 				Facilitate: SADC Implement: TFCAs / MS
	3.3.2	Further development of TFCA Network and Communities of Practice supported to improve communication and cooperation, build partnerships and networks, and enhance donor coordination	<ul style="list-style-type: none"> Support the further development of the TFCA Network and Communities of Practice 				Facilitate and Implement: SADC
			<ul style="list-style-type: none"> Support the development of additional thematic working groups, including for Sustainable Financing; Livelihoods and Capacity Building; Integrated Planning, Management and Integrated Governance 				Facilitate and Implement: SADC
			<ul style="list-style-type: none"> Ensure feedback to TFCAs and ensure evidence-based Adaptive Management 				Facilitate: SADC Implement: TFCAs / MS
			<ul style="list-style-type: none"> Update and revive SADC TFCA Portal and its communication channels to make it more user-friendly 				Facilitate and Implement: SADC



Outcomes	#	Outputs	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
			<ul style="list-style-type: none"> • Ensure long-term sustainability of TFCA Network and Communities of Practice 				Facilitate and Implement: SADC
			<ul style="list-style-type: none"> • Ensure continued engagement of a SADC TFCA Network coordinator 				Facilitate and Implement: SADC



4.6 Goal 4: Long-Term Sustainable Finance for TFCAs Secured

Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 4.1 Capacity to secure sustainable finance for TFCAs developed	4.1.1	TFCA Investment Community of Practice established and supported	<ul style="list-style-type: none"> Develop and approve a Terms of Reference for TFCA Investment Community of Practice (CoP) 				Implement: SADC
			<ul style="list-style-type: none"> Increase awareness of sustainable landscape finance by developing and implement an annual programme of work that includes a series of engagements such as webinars, seminars, learning, knowledge sharing and exchange events 				Implement: SADC
			<ul style="list-style-type: none"> Coordinate an updated profile of donor and partner projects and investments in TFCAs on the TFCA portal 				Facilitate: SADC Implement: MS/TFCA
			<ul style="list-style-type: none"> Establish a TFCA Donor and Investor Platform and host regular events, dialogues and engagements 				Implement: SADC
	4.1.2	Technical capacity for proposal and business plan development provided	<ul style="list-style-type: none"> Develop a Train the Trainer approach to build capacity for proposal and business plan development, considering Member State specific requirements, where necessary 				Implement: SADC
			<ul style="list-style-type: none"> Identify suitable candidates across various organisations for the training for them to be able to embed the capacity, and hold periodic training events 				Implement: SADC/MS/TFCA
			<ul style="list-style-type: none"> Identify and disseminate calls for proposals and business plan development opportunities regularly through the SADC TFCA Network 				Facilitate: SADC/MS/TFCA
			<ul style="list-style-type: none"> Develop a database of technical experts who have experience in developing proposals and business plans for the Investment in TFCAs CoP to draw on 				Facilitate: SADC/MS/TFCA
	4.1.3	Information dissemination for the financing of small and medium size enterprises (SMME) in TFCAs undertaken	<ul style="list-style-type: none"> Develop a compendium of financing and technical support currently provided to SMSE across TFCA landscapes, indicating type of support, how it can be accessed and under what terms, if grant or loan 				Facilitate: SADC MS/TFCA
			<ul style="list-style-type: none"> Provide information on the compendium to stakeholders for further dissemination through livelihoods and other support programmes 				Implement: MS/TFCA

Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	4.1.4	The value of TFCAs to key target audiences is demonstrated	<ul style="list-style-type: none"> Appoint a communications and advocacy team to develop a strategy to communicate the findings of the Values of TFCA Study to key target audiences such as the public sector, investment community, local communities, the private sector and relevant international actors, among others, in an impactful way 				Implement: SADC
			<ul style="list-style-type: none"> Develop communication tools such as brochures, videos, policy briefs, presentation slides to present the different values of TFCAs into clear messages for different target audiences 				Implement: SADC
			<ul style="list-style-type: none"> Prepare and implement a series of events and engagements with strategic partners aimed to demonstrate the value of TFCAs 				Implement: SADC MS/TFCA
Outcome 4.2 SADC TFCA Financing Facility (FF) capacitated and capitalised	4.2.1	Resource mobilisation plan developed and implemented	<ul style="list-style-type: none"> Develop a comprehensive and innovative multi-year plan to capitalise the FF 				Advocate and implement: SADC
			<ul style="list-style-type: none"> Undertake a series of strategic engagements with potential funding partners 				Advocate and implement: SADC/MS/TFCA
	4.2.2	Capacity of the Finance Facility to deliver on its mandate supported	<ul style="list-style-type: none"> SADC TFCA FF to undertake core operational activities based on an approved annual work plan, and in line with the direction provided by the Project Steering Committee 				Advocate and implement: SADC
	4.2.3	Best practices on investment impact developed and disseminated	<ul style="list-style-type: none"> Develop case studies and information profiles of projects supported to highlight lessons learned and impact achieved, against the indicators developed in the SADC TFCA FF Logframe 				Advocate and implement: SADC
			<ul style="list-style-type: none"> Disseminate case studies and information profiles in line with the branding and communication guideline 				Advocate and implement: SADC
Outcome 4.3 TFCA project pipelines are developed and investment promotion for large public and private	4.3.1	Landscape finance assessments developed, and corresponding strategies are undertaken and awareness and skills of this technical service are established	<ul style="list-style-type: none"> Advocate for the establishment of a mentorship programme for a cohort of post-graduate Commerce and Investment students to develop skills and experience in landscape finance technical support 				Advocate: SADC/MS/TFCA
			<ul style="list-style-type: none"> Prepare an overview of global best practice and case studies profiling conservation landscape finance approached and determine the applicability of best practice models implemented to date 				Implement: SADC

Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
investments are undertaken Con			<ul style="list-style-type: none"> Commission landscape finance assessments and financing strategies in a cohort of pilot SADC TFCAs 				Implement: SADC Facilitate:TFCAs
			<ul style="list-style-type: none"> Advocate for support to increase the number of landscape finance assessments financing strategies 				Advocate: SADC
	4.3.2	Priority project pipeline by developing a matrix of what is desirable and what is feasible are established	<ul style="list-style-type: none"> Commission a technical assessment of priority project pipelines in individual TFCAs and across multiple TFCAs, building on pipelines and approaches that already have established proof of concepts. This assessment is to be based on landscape level plans or strategies, to ensure alignment. Determine which projects are scalable and replicable across different TFCAs 				Implement: SADC
			<ul style="list-style-type: none"> Commission the development of an investor-oriented desirability-feasibility matrix of the project pipeline to determine priorities and pathways for further development, including how blended finance can be leveraged in support of nature and biodiversity 				Implement: SADC
	4.3.3	Development and scaling of suitable financial mechanisms and frameworks for investments into TFCAs are supported	<ul style="list-style-type: none"> Identify opportunities and modalities within the SADC Regional Development Fund and others as a funding conduit to TFCAs 				Advocate: SADC
			<ul style="list-style-type: none"> Commission an analysis of the domestic and regional policy frameworks (legislative and institutional) for the development of financial instruments that would benefit investments into TFCAs 				Implement: SADC
			<ul style="list-style-type: none"> Commission a study to Identify opportunities and pathways to access innovative landscape finance investment mechanisms and conduits such as Debt for Nature Swaps, Carbon Finance, Biodiversity Offsets and Biobanking, Wildlife Conservation or Landscape Bonds, Payment for Ecosystem services, Private and Institutional investment funds, Philanthropic funds 				Implement: SADC
			<ul style="list-style-type: none"> Facilitate the implementation of the recommendations of the analysis 				Facilitate: SADC/MS/TFCA
	4.3.4	Funders and the investor are reached through various	<ul style="list-style-type: none"> Set-up an ICP forum under the SADC TFCA Network 				Implement: SADC
			<ul style="list-style-type: none"> Continuously update the donor project page under the SADC TFCA Portal 				Implement: SADC



Outcome	#	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
		investment promotion activities	<ul style="list-style-type: none"> Commission a mapping of the funder and the investment landscape for TFCAs 				Implement: SADC
			<ul style="list-style-type: none"> Facilitate a series of funder and investor outreach activities 				SADC: Implement Facilitate:MS/TFCA

4.7 Goal 5: Enhanced Capacity Building and Skills Development

Outcomes	#	Outputs	Activity	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 5.1 The human capital development in TFCAs is based on targeted and innovative approaches	5.1.1	Skills Development and Capacity Building Community of Practice supported	<ul style="list-style-type: none"> Re-establish the Community of Practice and recruit new members 				Facilitate: SADC
			<ul style="list-style-type: none"> Develop and implement an annual programme of work 				Implement: SADC
			<ul style="list-style-type: none"> Strengthen relationships and partnerships with training service providers and academic institutions 				Advocate: SADC/MS/TFCA
			<ul style="list-style-type: none"> Advocate for internships and Work Integrated Learning opportunities. 				Advocate: SADC/MS/TFCA
			<ul style="list-style-type: none"> Ensure a database of training service providers is available to TFCA practitioners and vice versa on the SADC TFCA Portal 				Implement: SADC
			<ul style="list-style-type: none"> Identify opportunities for funding of skills development and capacity building and collaborate to access such opportunities 				Facilitate and Implement: SADC/MS/TFCA
	5.1.2	Training programmes based on updated and expanded cross-sectoral Training Needs Analysis (TNA) implemented	<ul style="list-style-type: none"> Design a process to revise and expand the TNA across TFCAs and define a process to identify individuals/orgs that need training, whilst ensuring that designated groups are prioritized. 				Facilitate and implement: SADC
			<ul style="list-style-type: none"> Identify the best practices of impactful training and mentorship programmes and approaches, and technological advances 				Facilitate and implement: SADC
			<ul style="list-style-type: none"> Roll out existing training opportunities such as the Ranger Training Programme and others. 				Facilitate and implement:
	5.1.3	Learning, Information Sharing and Knowledge Exchanges	<ul style="list-style-type: none"> Support a series of workshops/seminars/conferences on relevant learning, information sharing, knowledge exchange and other topics 				Implement: SADC/MS/TFCA

Outcomes	#	Outputs	Activity	Yr 1-3	Yr 4-6	Yr 7-10	Role
	5.1.4	Indigenous Knowledge practices are strengthened and documented	<ul style="list-style-type: none"> Support the documentation of a database of places of cultural significance and the associated cultural values and cultural ecosystem services in TFCAs through participatory mapping with communities and GIS mapping Support programmes that promote awareness of cultural values and linkages in TFCAs Strengthen the relationship between TFCAs and local communities as indigenous knowledge holders through hosting dialogues and events within TFCAs and across TFCAs 				Advocate: SADC Implement and Facilitate: MS/ TFCAs
							Advocate: SADC/MS/TFCA
							Advocate: SADC Implement: MS/TFCA
Output 5.2 TFCA Joint Research and Development	5.2.1	Undertake research needs analysis and scope what joint research frameworks are operational in TFCAs	<ul style="list-style-type: none"> Develop a process to evaluate and document current joint research gaps/needs across TFCAs, including a focus on transdisciplinary research and Indigenous knowledge (Cultural Ecosystem Services and Indigenous Knowledge Systems). Identify ways of streamlining the registration and approval processes and protocols for joint research proposals in TFCAs Document practices around research strategies of relevant organisations in TFCA landscapes, including how priority areas of research are identified Identify and support research and professional development linkages across all disciplines for regionally based students 				Advocate: SADC
							Advocate: SADC Implement: TFCA
							Advocate: SADC/MS/TFCA
	5.2.2	Strengthen stronger research and practitioner linkages across all disciplines	<ul style="list-style-type: none"> Ensure that the outcome of research supports implementation in transboundary landscapes and seascapes across SADC 				Implement: SADC
	5.2.3	Create research and professional development opportunities for regionally based tertiary students	<ul style="list-style-type: none"> Create research and professional development opportunities for regionally based tertiary students 				Implement: SADC
Output 5.3 Knowledge Management, Monitoring and Continuous Improvement is supported in	5.3.1	Facilitate the processes for the formal establishment and operationalisation of TFCAs	<ul style="list-style-type: none"> Facilitate dialogue between Partner States of TFCA that are in development, especially Category C TFCAs Support the development and implementation of TFCA Knowledge Sharing and Learning Programme between TFCAs that are functional and established, and TFCAs that are in development 				Facilitate: SADC Implement: TFCA/MS
							Implement: SADC

Outcomes	#	Outputs	Activity	Yr 1-3	Yr 4-6	Yr 7-10	Role
and across TFCAs	5.3.2	Implement a Monitoring and Evaluation and Learning Framework to ensure evidence-based Adaptive Management	<ul style="list-style-type: none"> Establish a Community of Practice/Task Team to guide the piloting, revision and and implementation of the MEL Framework 				Facilitate: SADC Implement: TFCAs/MS
			<ul style="list-style-type: none"> Develop an effective mechanism to measure and assess TFCA implementation, establishment and functioning, including reviewing current diagnostic and performance assessment tools 				Facilitate: SADC
			<ul style="list-style-type: none"> Ensure bi-annual reporting and effective communication to key stakeholders 				Facilitate: SADC
			<ul style="list-style-type: none"> Ensure feedback to TFCAs and ensure evidence-based Adaptive Management 				Facilitate: SADC



Section 5: TFCA Categories and Listing

5.1 Process towards the establishment and development of TFCAs

The planning, design, implementation, and management of TFCAs involve aspects of complex, and interactive processes involving a diverse range of stakeholders. Processes necessary for the initiation of the planning and design of a TFCA speak specifically to pre- and feasibility assessments, and what is required to design an implementation process if it is seen to be a feasible opportunity.

The process to facilitate the formalisation, development, and management of TFCAs include obtaining buy-in from stakeholders, designing and operationalising the appropriate governance model, confirming the delineation of the initiative, working towards a shared vision and a joint management and / or integrated development plan, planning for financial sustainability, and lastly monitoring and evaluation to inform adaptive management and improved reporting⁸.

Based on the SADC Guidelines for the establishment and development of TFCA initiatives between SADC Member States (2015), the process can be divided into two (2) broad steps namely (i) TFCA Initiation Process; and (ii) TFCA Establishment and Development process.

The TFCA Initiation Process consist of the following key steps⁹:

1. Identifying and mapping key stakeholders and role players.
2. Assessing the enabling environment, including the undertaking of a pre-feasibility assessment.
3. Assessing TFCA feasibility.
4. Designing the implementation process.

TFCA Establishment and Development include the following key steps:

1. Securing buy-in from stakeholders and building legitimacy through the following:
 - a. At the political level.
 - b. With peers and related organs of state.
 - c. With interested and affected communities.
2. Selecting an appropriate governance model, including:
 - a. Governance instruments, such as development and signing of MoUs and Agreements.
 - b. Governance mechanisms, including establishment of relevant institutional arrangements.
3. Defining the geographical extent in an open and transparent manner with all relevant stakeholders.
4. Developing the framework for joint management such as a joint management / integrated planning.
5. Refining the joint management framework through implementation, including working towards the more refined management actions that would be undertaken in a collaborative manner.
6. Planning for financial sustainability through the development of a sustainable financing / resourcing strategy.

⁸ SADC (2015). SADC Guideline on the establishment and development of TFCA initiatives between SADC Member States.

⁹ Ditto.



7. Monitoring and evaluation through designing and implementing a monitoring and evaluation framework to track the effectiveness of the implementation of the joint frameworks and plans.

5.2 TFCA Categories

5.2.1 Global Classification

The IUCN WCPA proposes the following classification of transboundary conservation areas¹⁰:

- **Type 1: Transboundary Protected Area:** A Transboundary Protected Area is a clearly defined geographical space that includes protected areas that are ecologically connected across one or more international boundaries and involves some form of cooperation.
- **Type 2: Transboundary Conservation Landscape and / or Seascape:** Transboundary Conservation Landscape and / or Seascape is an ecologically connected area that includes both protected areas and multiple resource use areas across one or more international boundaries and involves some form of cooperation.
- **Type 3: Transboundary Conservation Migration Area:** Transboundary Migration Conservation Areas are wildlife habitats in two or more countries that are necessary to sustain populations of migratory species and involve some form of cooperation.
- **Special designation - Park for Peace:** Park for Peace is a special designation that may be applied to any of the three types of Transboundary Conservation Areas, and is dedicated to the promotion, celebration and / or commemoration of peace and cooperation.

5.2.2 SADC TFCAs

In the SADC region, a broader terminology of Transfrontier Conservation Area is used, encompassing both Transboundary Landscapes and Seascapes including protected areas and multiple resource areas across one or more international border, as well as Transboundary Protected Areas, commonly called Transfrontier Parks, consistent of two or more connected protected areas/National Parks across one or more international borders. In the Protocol on Wildlife and Law Enforcement, a TFCA is defined as *“an area or component of a large ecological region that straddles the boundaries of two or more countries, encompassing one or more protected areas, as well as multiple resource use areas”*.

In the SADC TFCA Programme (2013) 18 TFCAs were identified across terrestrial and marine environments (refer to Table 1). The TFCAs were divided into three categories based on their level of development. These are not only between SADC Member States but also involve partnerships with Non-SADC States.¹¹ The three previous categories based on the level of development of the TFCAs included the following:

- **Category A – Established TFCAs:** These are TFCAs established through a Treaty or any other form of agreement recognised by the participating countries.
- **Category B – Emerging TFCAs:** These are essentially TFCAs with a signed Memorandum of Understanding (MOU). The MOUs in this scenario serve as instruments that facilitate negotiations of Treaties to formally establish the respective TFCAs upon being signed.

¹⁰ Ditto

¹¹ SADC TFCA Programme (2013)



- **Category C – Conceptual TFCAs:** These are TFCAs without an official mandate from the participating countries but have been proposed by some SADC Member States as potential TFCAs.

Since 2013, two TFCAs have moved up from Category B to A, with a Treaty signed for Malawi-Zambia TFCA and a Memorandum of Agreement signed for Iona-Skeleton Coast Transfrontier Park. The Niassa-Selous Ecosystem is the only shift from Category C to Category A since 2013. The status of all other TFCAs, according to the current categorisation, remained unchanged. As the 2013 SADC TFCA Programme does not define a clear process on the listing of TFCAs, no new TFCAs were listed outside of the 18 originally identified.

Table 5: List of TFCAs per Category (A, B and C) based on the SADC TFCA Programme (2013)

Category	TFCA Name	Partnering Countries	Progress and current State	Size of the TFCA
A Established TFCAs with a legal mandate and established through a treaty or any other form of agreement recognised by the partner countries	Kgalagadi Transfrontier Park	Botswana South Africa	Treaty signed: 7 April 1999	35,551km ²
	Lubombo Transfrontier Conservation Area	Mozambique South Africa eSwatini	Treaty signed: 22 June 2000	11,169km ²
	Great Limpopo Transfrontier Park	Mozambique South Africa Zimbabwe	Treaty signed: 9 December 2002	37,572km ²
	/Ais/Ais-Richtersveld Transfrontier Park	Namibia South Africa	Treaty signed: 1 August 2003	5,920 km ²
	Kavango Zambezi Transfrontier Conservation Area	Angola Botswana Namibia Zambia Zimbabwe	Treaty signed: 18 August 2011	520,000 km ²
	Malawi-Zambia Transfrontier Conservation Area ¹²	Malawi Zambia	Treaty signed: 7 July 2015	31,792km ²
	Maloti-Drakensberg Transfrontier Conservation and Development Area	Lesotho South Africa	MOU signed that is equivalent to a Treaty signed: 11 June 2001	14,740km ²
	Iona-Skeleton Coast Transfrontier Park ¹³	Angola Namibia	MoA signed: 3 May 2018	47,698 km ²
	Chimanimani Transfrontier Conservation Area	Mozambique Zimbabwe	Agreement signed: 8 June 2001	3,021 km ²

¹² Malawi-Zambia TFCA has signed a Treaty since 2013 and has moved up from Category B to A

¹³ Iona-Skeleton Transfrontier Park has signed an Agreement since 2013 and had moved up from Category B to A

Category	TFCA Name	Partnering Countries	Progress and current State	Size of the TFCA
	Niassa-Selous Ecosystem ¹⁴	Mozambique Tanzania	Agreement signed: 2015	154,000km ²
B Emerging TFCAs with signed MOU. The MOUs serve as instruments that facilitate negotiations towards the signing of treaties to formally establish the respective TFCAs	Greater Mapungubwe Transfrontier Conservation Area	Botswana South Africa Zimbabwe	MOU signed 22 June 2006	5,910km ²
	Mayombe Forest Transfrontier Protected Area	Angola, Democratic Republic of Congo, Gabon, Republic of Congo	MOU signed: July 2009	36,000 km ²
C Conceptual TFCAs in the process of developing MOUs or proposed by some SADC Member States as potential TFCAs	Mnazi Bay – Quirimbas Transfrontier Marine Conservation Area	Mozambique Tanzania	Conceptual TFCA	8,150km ²
	Liuwa Plains – Mussumu Transfrontier Conservation Area	Angola Zambia	Conceptual TFCA	16,289km ²
	Lower Zambezi-Mana Pools Transfrontier Conservation Area	Zambia Zimbabwe	Conceptual TFCA	17,745km ²
	Kagera Transfrontier Conservation Area	Rwanda Tanzania Uganda	Conceptual TFCA	13,432km ²
	ZIMOZA Transboundary Natural Resources Management	Mozambique Zambia Zimbabwe	Conceptual TFCA	29,859km ²
	Western Indian Ocean Transfrontier Marine Park	Comoros Kenya France Madagascar Mauritius Mozambique Seychelles Somalia South Africa	Conceptual TFCA	Not defined

¹⁴ Niassa-Selous Ecosystem had no MoU or Agreement signed in 2013, and has moved up from Category C to A

Category	TFCA Name	Partnering Countries	Progress and current State	Size of the TFCA
		Tanzania		

Furthermore, there are some existing TFCAs that have potential to expand their area to encompass marine components including:

- Iona-Skeleton Coast Transfrontier Park between Angola and Namibia
- /Ais/Ais-Richtersveld Transfrontier Park between Namibia and South Africa.

There have, however, been other transfrontier developments in the region to sites that were not originally identified in the 2013 SADC TFCA Programme. These include:

- The Seychelles Mauritius Joint Management Area (JMA) of the Mascarene Plateau.

There are also potential new Conceptual TFCAs (Category C TFCAs) including:

- The Swa-Kibula (between DRC and Angola)
- Priority area of Mutshatsha (between DRC and Zambia)
- Reserve of Tshikamba (between Angola and the DRC).

Progress with the further planning, development and implementation of Category C TFCAs are often hampered by lack of political will, ineffective or dysfunctional transboundary governance structures, and lack of human and financial resources.

Furthermore, there are also additional (conceptual) transfrontier developments in the region involving Non-SADC States. These include:

- The Greater Virunga Transboundary Collaboration (GVTC), between the DRC, Rwanda, Uganda,
- Southern Kenya-Northern Tanzania Landscape (SOKNOT) between Kenya and Tanzania.
- Transboundary Marine Transboundary Conservation Area between Kenya and Tanzania
- Tumba Ledima Nature Reserve between DRC and Republic of Congo
- North Ubangi forest between CAR and DRC.

5.2.3 Revised SADC TFCAs Categories

As a follow-up to the Ministers responsible for Environment, Natural Resources and Tourism directive which calls for a Review of the 2013 SADC TFCA Programme during their meeting in 2021, various considerations were mentioned in relation to the TFCA listing process, to redesign a new programme. These include:

- Outline a clear process for TFCAs to become listed by SADC, to support the continued expansion of the SADC Network of TFCAs;
- Clearly define how TFCAs should be listed when also involving Non-SADC Partners; and

- Consider updating the definitions of the three categories of TFCAs.

Consequently a series of workshops were held with SADC Member States to solicit inputs and to develop consensus on the categorisation and listing process of SADC TFCAs. Amongst others, a legal assessment on the international and regional law and policy, as well as TFCA legal frameworks it was found that SADC does not distinguish between different types of Agreements (e.g. Treaty, Agreement, Protocol) and that the legal force is the defining factor of the binding nature of an agreement. In addition, the definition for Category C TFCAs required amendment, incorporating an official intent by Partner States to establish a TFCA.

Based on the outcome of the discussions, the TFCA categories were revised as follows:

- **Category A – Formalised:** These are TFCAs with a legal mandate with clearly defined boundaries and established through a binding Agreement for the development of the TFCA by the Partner States.
- **Category B – Proposed:** – TFCAs with signed **Memorandum of Understanding** (MoU) and with a description of the proposed location. The MoUs provides for an **interim** arrangement that facilitate negotiations towards the signing of a binding Agreement to formally establish the respective TFCA.
- **Category C – Conceptual:** – These are TFCAs where Partner States have an official **intent** to establish a TFCA, but no binding Agreement or interim MoU is in place.

5.4 TFCA Listing Process

The SADC Secretariat has an important Secretariat role to keep track of the progress of TFCA establishment. As part of the listing process, SADC Secretariat will therefore request an update from Member States at least every two (2) years before the Joint Ministerial meeting for Environment, Natural Resources and Tourism, requesting to submit any new TFCA Agreements, interim MoUs or letter of intents. Member States are required to observe the following:

Category A and B:

- Partner States to submit any new Agreement or Interim MoU to SADC Secretariat, either on own initiative or following the information request from SADC Secretariat.

Category C:

- Partner States to send jointly signed letter of intent with any supporting documentation (e.g., Concept Note, TFCA Diagnostic Tool, implementation plan) either on own initiative or following the information request from SADC Secretariat.

Following the submissions by Member States, the list of SADC TFCAs will be updated by SADC Secretariat before every Joint Ministerial meeting for Environment, Natural Resources and Tourism.

As part of the implementation of the SADC TFCA Programme 2023-2033, the following TFCAs are considered as formalised (Category A) and proposed (Category B). As indicated in the categorisation process, listing of conceptual TFCAs (Category C) is subject to submission of a joint signed letter of intent by Partner States.



The evaluation of management effectiveness is recognised as a critical step for measuring the success of protected area management. Protected Areas receiving funding from the World Bank or from the Global Environment Facility are tasked to complete a performance assessment (using METT) as part of the assessment of project activities. Similarly, Protected Areas which are also designated under international conventions such as the World Heritage Convention and Ramsar Convention are also being asked to undertake convention specific reporting¹⁵. TFCAs, with collaborative, participatory and equitable governance, are said to yield significant conservation and socio-economic benefits far beyond their boundaries, and contribute to poverty reduction, sustainable development, and regional integration. To ensure these benefits are realised, and that all other aspects of transfrontier conservation management are implemented effectively, monitoring and evaluation is essential¹⁶.

Table 6: List of TFCAs per Category (A, B and C) based on the revised SADC TFCA Programme – status March 2023

Category	TFCA Name	Partnering Countries	Progress and current State	Size of the TFCA
A Formalised TFCAs with a legal mandate with clearly defined boundaries and established through a binding Agreement for the development of the TFCA by the Partner States.	Kgalagadi Transfrontier Park	Botswana South Africa	Treaty signed: 7 April 1999	35,551km ²
	Lubombo Transfrontier Conservation Area	Mozambique South Africa eSwatini	Treaty signed: 22 June 2000	11,169km ²
	Great Limpopo Transfrontier Park	Mozambique South Africa Zimbabwe	Treaty signed: 9 December 2002	37,572km ²
	/Ais/Ais-Richtersveld Transfrontier Park	Namibia South Africa	Treaty signed: 1 August 2003	5,920 km ²
	Kavango Zambezi Transfrontier Conservation Area	Angola Botswana Namibia Zambia Zimbabwe	Treaty signed: 18 August 2011	520,000 km ²
	Malawi-Zambia Transfrontier Conservation Area	Malawi Zambia	Treaty signed: 7 July 2015	31,792km ²
	Maloti-Drakensberg Transfrontier Conservation and Development Area	Lesotho South Africa	MOU signed that is equivalent to a Treaty signed: 11 June 2001	14,740km ²
	Iona-Skeleton Coast Transfrontier Park	Angola Namibia	MoA signed: 3 May 2018	47,698 km ²
Chimanimani Transfrontier Conservation Area	Mozambique Zimbabwe	Agreement signed: 8 June 2001	3,021 km ²	

¹⁵ <https://www.conservationgateway.org/externallinks/pages/mett-management-effective.aspx>

¹⁶ K. Zunckel (2014). SADC TFCA Guidelines: The establishment and development of TFCA initiatives between SADC Member States

Category	TFCA Name	Partnering Countries	Progress and current State	Size of the TFCA
	Niassa-Selous Ecosystem	Mozambique Tanzania	Agreement signed: 2015	154,000km ²
B Proposed TFCAs with signed Memorandum of Understanding (MoU) and with a description of the proposed location. The MoUs provides for an interim arrangement that facilitate negotiations towards the signing of a binding Agreement to formally establish the respective TFCA.	Greater Mapungubwe Transfrontier Conservation Area	Botswana South Africa Zimbabwe	MOU signed: 22 June 2006	5,910km ²
C Conceptual TFCA are TFCAs where Partner States have an official intent to establish a TFCA, but no binding Agreement or interim MoU is in place.	*Conceptual TFCAs will be added once a signed letter of intent has been submitted to SADC Secretariat			

Section 6: Implementation Roles and Responsibilities

The SADC TFCA Programme will be implemented at three levels:

- The Regional level through the SADC Secretariat.
- The Member State level through individual Member States and their respective Public Sector bodies and agencies.
- The TFCA level through their formally established multi-country governance and operational structures.

6.1 Institutional Structure of SADC TFCA Programme

The following Institutional Structure is proposed to reflect the processes and programmes of Regional Integration within SADC and to ensure the effective implementation of the SADC TFCA Programme.

The Sectoral and Cluster Ministerial Committees consist of ministers from each SADC Member State. These committees are directly responsible for overseeing the activities of the core areas of integration, monitoring and controlling the implementation of the Regional Indicative Strategic Development Plan in the area of competence, as well as providing policy advice to the Council.

The SADC TFCA Programme is overseen by the Committee of Ministers responsible for Environment, Natural Resources and Tourism. The SADC Tourism Programme is overseen by the same Committee, and as one of the five components of the SADC Tourism Programme deal specifically with Tourism in TFCAs, it is reflected in this diagram.

The SADC Secretariat has been mandated to establish three suitable public-private Working Groups to provide technical support to the implementation of the SADC Tourism Programme. The SADC TFCA Network Steering Committee is envisioned to provide a similar role for the SADC TFCA Programme. It is constituted by TFCA Country Focal Points that have been nominated by Member States.

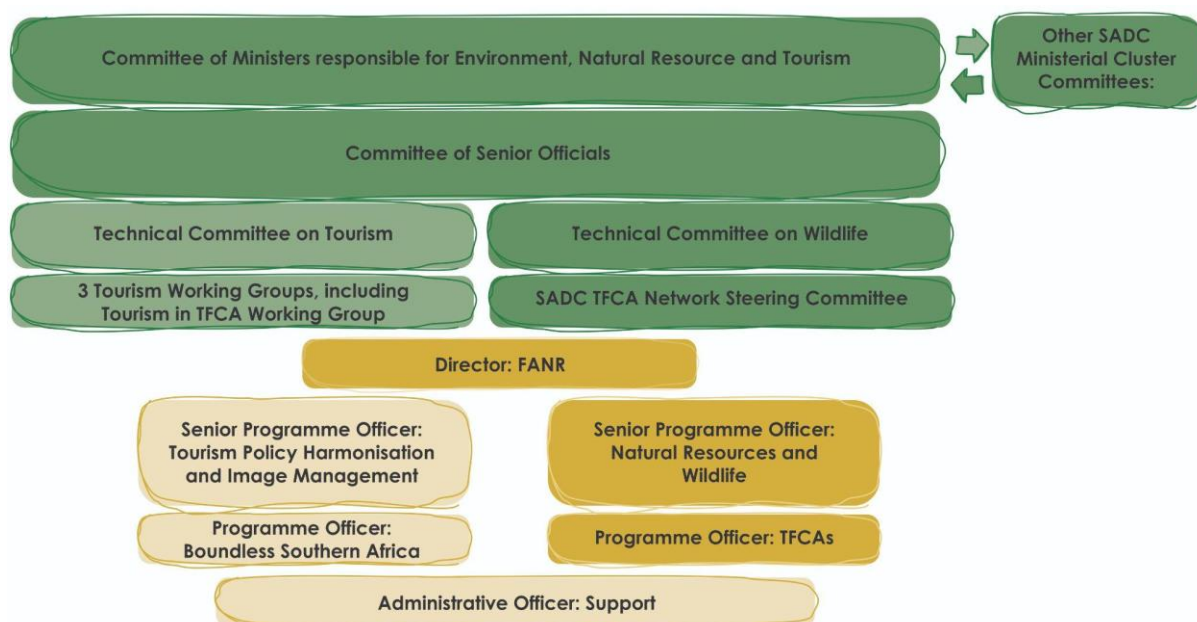


Figure 8: Institutional Structure of the SADC TFCA Programme

6.2 Stakeholder Roles

6.2.1 SADC Secretariat

The SADC Secretariat is the principal executive institution of SADC and is responsible for the implementation of decisions of SADC policy and institutions such as the Summit, the Troikas and Council of Ministers. It also has the following roles:

- Providing strategic advisory services to Member States;
- Coordinating policies, strategies and programmes at the regional level;
- Organising consultative conferences and meetings of decision-making structures; and
- Providing professional programme management.

The Food, Agriculture and Natural Resources Directorate is responsible for the overall management of the SADC TFCA Programme. The Senior Programme Officer: Natural Resources and Wildlife and the Programme Officer: TFCAs fall under this Directorate.

Tourism-related activities to TFCAs are implemented through the SADC Tourism Programme. This Programme falls under the responsibility of the Senior Programme Officer: Tourism Policy Harmonisation and Image Management. The Programme Officer: Boundless Southern Africa is responsible for implementation of Goal 3 of the SADC Tourism Programme, on the development of tourism in TFCAs.

6.2.2 Member States

The establishment and development of individual TFCAs remains the responsibility of Member States at a bilateral or multilateral level. They have the authority and collective responsibility for protecting and managing natural resources across international boundaries as delineated by individual Treaties or Agreements establishing individual TFCAs.

Member States have the obligation to drive programme implementation at the national and local levels by establishing the necessary multi-stakeholder coordinating structures that are deemed necessary. Member States are furthermore required to set up appropriate institutional frameworks to streamline implementation, communication and cooperation within and across line ministries and agencies, between participating countries and with the SADC Secretariat and other stakeholders. National Focal Points for TFCAs should be nominated to serve as entry points for communication between Member States, stakeholders and the SADC Secretariat.

Member States are required to establish appropriate institutional capacity in their respective countries for:

- The cost-effective and impactful implementation of the SADC TFCA Programme and other Programmes relevant to TFCAs.
- The engagement and inclusion of local communities living within or alongside TFCAs in decision-making processes and creating livelihood opportunities.
- The facilitation of the private sector and civil society engagements and partnerships.

6.2.3 TFCAs

Each Category A or B TFCA is governed by an Agreement or MoU that has been entered into between the respective parties. These instruments establish the institutional and operational mandates relating



to the specific TFCA, as well as its governance structures. In principle each TFCA has a coordinating authority, which might be a coordinating country, an International Coordinator or a Secretariat.

6.2.4 SADC TFCA Network Steering Committee

The Steering Committee is responsible for providing overall leadership to the SADC TFCA Network and the SADC Programme implementation and will provide important linkages to the SADC Technical Committee on Wildlife and other key SADC structures. Specifically, it will continue to be responsible for:

- Setting priorities and determining the strategic direction for the SADC TFCA Network and the SADC TFCA Programme implementation;
- Prioritising linkages to other stakeholder groups;
- Ensure consensus in all processes amongst members of the SADC TFCA Network;
- Reporting to and advising the SADC Technical Committee on Wildlife and other key SADC structures on key decisions and recommendations emanating from the Network's membership and TFCA structures; and
- Reporting back to the Network's membership and TFCA structures on key decisions emanating from the SADC Technical Committee on Wildlife and other key SADC structures.

Each SADC Member State nominates one official (TFCA Focal Point) to the Steering Committee. The SADC Secretariat will play the role of the Secretariat. The Steering Committee will be Chaired by a Chairperson and two Deputy Chairpersons as per SADC Troika with the Chairperson changing yearly. TFCA International Coordinators and Secretariat will be invited as observers.

6.2.5 Local Communities

Community-based organisations are well established and active throughout TFCAs, as partners and leaders of conservation and rural development.

6.2.6 Non-Government Organisations and International Cooperating Partners

NGOs working in the conservation and rural development sectors are important partners of the Programme as they complement government efforts and provide planning support, technical assistance and financial resources. The cooperation of partners should be aligned to the objectives of the SADC TFCA Programme.

The Windhoek Declaration on a new partnership between SADC and ICPs calls for better coordination between ICPs through the establishment of a formal coordination mechanism such as thematic groups under the guidance of SADC. These streamline cooperation according to the relevant SADC programmes and promote harmonisation of the various ICP efforts. The spirit of this Declaration should also be followed at the individual TFCA level.

6.2.7 Private Sector

The private sector is an important source of investment and creator of sustainable employment in TFCA landscapes.



Section 8: Monitoring and Evaluation Principles and Processes

The SADC TFCA programmes monitoring, evaluation and learning system is designed with a goal of improving programmatic performance and strengthening learning. Monitoring, evaluation, and learning shall take place through continuous systems of reporting through engagement with a wide variety of stakeholders, to ensure a comprehensive view is taken to considering both the progress made towards progress in implementation, as well as the level to which this implementation has resulted in progress towards the Program’s strategic objectives.

To do this, it will be based on the following principles:

- The MEL system should be use-focused and participatory, designed to provide the evidence needed for making key decisions around programmatic effectiveness.
- The system should be well integrated into the Monitoring, Evaluation, and Learning systems of both other SADC institutions, TFCAs, and Member States.
- As far as possible, the monitoring, evaluation, and learning system should draw on existing data, and aim to build MEL capacity within TFCAs and Member States.

Putting these principles into practice requires a review of ongoing MEL practices and capacity among programme stakeholders.

8.1 Evaluation

While monitoring will focus on the implementation of the programme as presented in Section 4, evaluation will focus on the aligned high level results, particularly outcomes and key objectives, as presented below. Progress towards these results will be regularly evaluated to ensure the appropriateness of programmatic design, and shifts in context which may influence the ability of the programme to achieve the desired results. Good fit evaluative approaches will be chosen, but contribution analyses in particular, and other complexity responsive evaluation designs that help the programme best understand the ways in which the program contributes to outcomes and key objectives will be prioritised. An evaluation plan will be developed based on the risk matrix of the programme, which will take into account lessons learned from the first decade of implementation. Specific attention will be given to inclusion and engagement, which includes Goal 2 of the programme, as well as participation and ownership of a wide range of stakeholders who can influence the effectiveness of the programme but may not be the key drivers of individual activities.

8.1 Results chain

The high-level results that will be prioritised for evaluation are those below. These will help programmatic stakeholders understand both whether the programme has successfully achieved planned results, but also the ways in which other contextual changes have influenced these results. This is important for strategic decision making.

1. **Key Objectives:** Conservation and restoration of transboundary landscapes and seascapes in the SADC region through an integrated management approach that harnesses technological innovation, climate change resilience and evidence-led continuous improvement:
 - **Outcome 1:** Integrated transboundary land and sea use planning practices shared.



- **Outcome 2:** Transboundary coordination leads to connected and jointly implemented ecosystem conservation initiatives, including habitat and species management processes
2. **Key Objectives:** Improved, equitable and resilient livelihoods of Indigenous People and Local Communities who live in and adjacent to transboundary landscapes and seascapes through effective stewardship, clearly defined rights and sustainable use of natural resources:
 - **Outcome 1:** Opportunities in the Green, Blue and Circular Economies and Sectors contribute to diverse livelihoods for people living in and around TFCAs.
 - **Outcome 2:** Enhanced gender equity and social inclusion through inclusive processes of natural resource governance.
 - **Outcome 3:** Threats and Risks to Local Communities in Conservation Landscapes are mitigated, to reduce vulnerability in communities living in and around TFCAs.
 3. **Key Objectives:** Strengthened governance structures and enabled multi-sectoral partnerships to support effective and transformative transboundary landscape and seascape conservation and socio-economic impact in SADC:
 - **Outcome 1:** Clear mandates, roles and responsibilities are documented, collectively understood and enacted.
 - **Outcome 2:** The TFCA Network is supported and strengthened.
 - **Outcome 3:** The stakeholder engagement strategy facilitates widespread ownership and engagement by key role players beyond the conservation and livelihoods sectors.
 4. **Key Objectives:** Innovative and sustainable resource flows are identified, secured and invested in core TFCA activities, programmes and nature positive enterprises:
 - **Outcome 1:** Core activities of TFCAs are financed with a pipeline for continuity.
 - **Outcome 2:** The SADC TFCA financing facility and financing mechanisms and instruments.
 5. **Key Objectives:** Improved organisational capacity and performance, knowledge management, and monitoring evaluation and learning to build a sustainable programme:
 - **Outcome 1:** Planned and strategic skills development and capacity strengthening measures contribute to stronger organisational performance.
 - **Outcome 2:** Management systems within the SADC TFCA support continuous improvement in organisational performance.
 - **Outcome 3:** Knowledge Management system strengthens evidence informed programming within both TFCAs and the SADC TFCA programme.
 - **Outcomes 4** Monitoring, evaluation, and learning systems form the basis for collaborative reflection, priority setting, and programmatic planning.

8.2 M&E Processes

The 2013 SADC TFCA programme has an M&E framework that is currently being piloted. Based on the results of the ongoing pilot activities, three different areas will become clear, and these will be used to inform adjustments required to this M&E framework for the Programme moving forward:

1. The Programme will identify indicators with robust available data, indicators with absent data, and the spectrum in between.



2. It will also make clear where capacity for M&E is currently located, and where the priorities are in terms of M&E capacity building.
3. Finally it will be clear which indicators are a priority for evidence informed decision making, and which indicators aren't as much of a priority for key decisions.

The steps to develop the Monitoring, Evaluation and Learning framework of the current programme are spelled out in the diagram below. These steps will be based on the principles outlined above, which will ensure a broad-based, consultative process to both encourage and promote utility of the results. It will also foster a fit between the scope of the M&E framework, the roles and responsibilities of all contributing role players, and their M&E capacity. Finally, it will ensure that technical rigour is appropriately contextualised based on the perspectives of all core users.

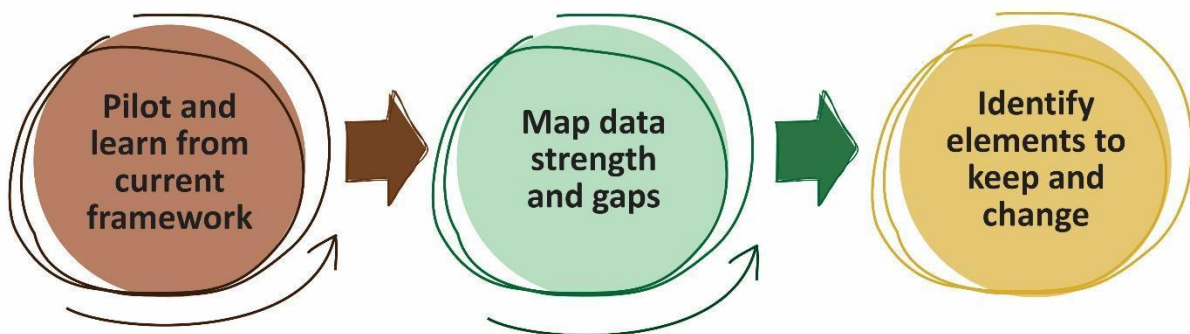


Figure 9: MEL Processes and Procedures

Indicators will be limited to a small number of key performance areas that are able to highlight both process progress, and translation into results. These indicators will triangulate process data, around monitoring programmatic implementation, with evaluative practice, considering the programme's contribution to the higher-level results, in addition to other results being achieved by partner organisations, or changes in context that could shift the effectiveness of programme design. Most importantly, through the M&E framework, the effectiveness and functioning of the individual TFCA will be measured, and their contribution to poverty reduction, sustainable development, and regional integration will be measured.

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