

Transfrontier Conservation Area Development
PERFORMANCE ASSESSMENT TOOL

August 2013 – Version 1.0

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ACRONYMS

| | |
|------|------------------------------------|
| AoA | Articles of Association |
| BAP | Benefit Action Plan |
| FSS | Financial Sustainability Strategy |
| IC | International Coordinator |
| IDP | Integrated Development Plan |
| JCMP | Joint Conservation Management Plan |
| JOS | Joint Operational Strategy |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| M&E | Monitoring and Evaluation |
| MD | Motivation Document |
| MoU | Memorandum of Understanding |
| P&P | Programmes and Projects |
| PA | Protected Area |
| PAT | Performance Assessment Tool |
| RoD | Record of Decision |
| SOP | Standard Operational Procedure |
| TFCA | Transfrontier Conservation Area |

I ABOUT THE TOOL

The Ministries responsible for the management of natural and cultural resources within southern Africa have identified numerous Transfrontier Conservation Areas (TFCA) (see Figure 1), where the functioning of the ecosystem that supports the resources transcend international boundaries. The affected countries believe that through collaboration between the various conservation agencies and authorities the conservation objectives of the specific areas can be attained more effectively and efficiently.

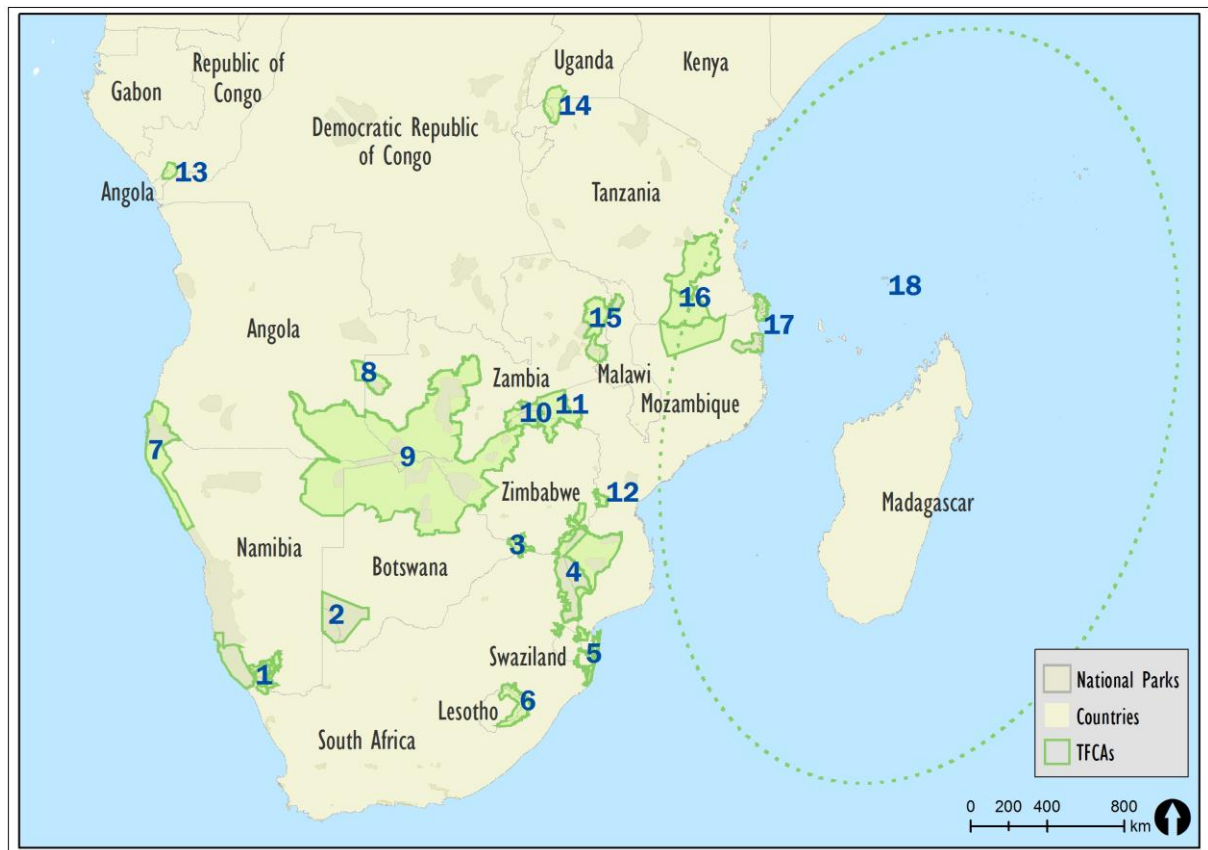


Figure 1. Transfrontier Conservation Areas in Southern Africa¹

¹ List of TFCAs (Figure 1)

- | | |
|---|---|
| 1. /Ai/Ais-Richtersveld Transfrontier Park (ARTP) | 10. Lower Zambezi-Mana Pools TFCA (LZMP) |
| 2. Kgalagadi Transfrontier Park (KTP) | 11. Zimbabwe-Mozambique-Zambia TFCA (ZIMOZA) |
| 3. Greater Mapungubwe TFCA (GMTFCA) | 12. Chimanimani TFCA (CMTFCA) |
| 4. Great Limpopo Transfrontier Park (GLTP) | 13. Maiombe Forest TFCA (MTFCA) |
| 5. Lubombo TFCA (LTFCA) | 14. Kagera TFCA (KTFCA) |
| 6. Maloti-Drakensberg TFCA (MDTFCA) | 15. Malawi-Zambia TFCA (MAZA) |
| 7. Iona-Skeleton Coast TFCA (ISTFCA) | 16. Niassa-Selous TFCA (NSTFCA) |
| 8. Liuwa Plains-Mussuma TFCA (LPM) | 17. Mnazi Bay-Quirimbas Transfrontier Conservation Marine Area (MQTMCA) |
| 9. Kavango Zambezi TFCA (KAZA) | 18. Western Indian Ocean TFCA |

Receiving accurate reports about the efficacy of the various interventions undertaken within the TFCA becomes an essential tool not only for Ministers, but also for donors, resource managers, affected communities and investors. For this reason an assessment tool was developed by TFCA practitioners from most of the SADC countries, and has been used within many TFCA as the foundation for the development plans on which interventions are based.

The TFCA Performance Assessment Tool provides an opportunity for regular assessment of governance performance regarding TFCA Development in southern Africa. Since TFCA are funded and led by partner states within the region, it is opportune that assessments are undertaken to gauge the performance of the various interventions implemented by the countries.

The TFCA Performance Assessment Tool (PAT) consists of eight (8) Key Performance Areas (KPA), and within each KPA various indicators have been identified to guide the development process.

The TFCA PAT provides a framework for affected communities, public authorities, resource managers and development partners to assess the effective delivery of interventions aimed at attaining the objectives set for the TFCA. In this manner an accountability instrument is provided for all stakeholders to robustly assess policy outcomes and ensure optimal allocation of resources. As a tool with which governance actions is assessed, responsible management of TFCA can be ensured, and provides a model for sustainability based on a balanced, equitable and inclusive approach to the governance of TFCA.

It is crucial that the various TFCA practitioners have common indicators that can be used to compare initiatives within TFCA as well as between TFCA since most countries are involved with one or more TFCA.

Since there is a scarcity of data on which to base assessments, the tool relies on consensus among the TFCA countries regarding the understanding of the indicators. Sharing experiences and information enables the TFCA to develop a common understanding of these indicators. The network of TFCA practitioners provides an excellent platform for this sharing.

The main objective with the PAT is to:

- Establish the progress in the establishment and development of TFCA
- Establish best practices from TFCA that have progressed
- Share experiences with other TFCA
- Identify factors that have retarded progress in establishing and developing TFCA.

The purpose of document is to serve as a reference guideline for assessing the performance of TFCA, through the standardisation of approaches and understanding between countries.

TFCA development normally follows a process of first soliciting political support, then entering a planning phase, followed by establishment, and then operationalisation (refer Figure 2). The degree of difficulty experienced in each phase differs, yet it is assumed that once the necessary planning has been done, the establishment and operationalization become easier. Without political support and clear plans, neither can be done.

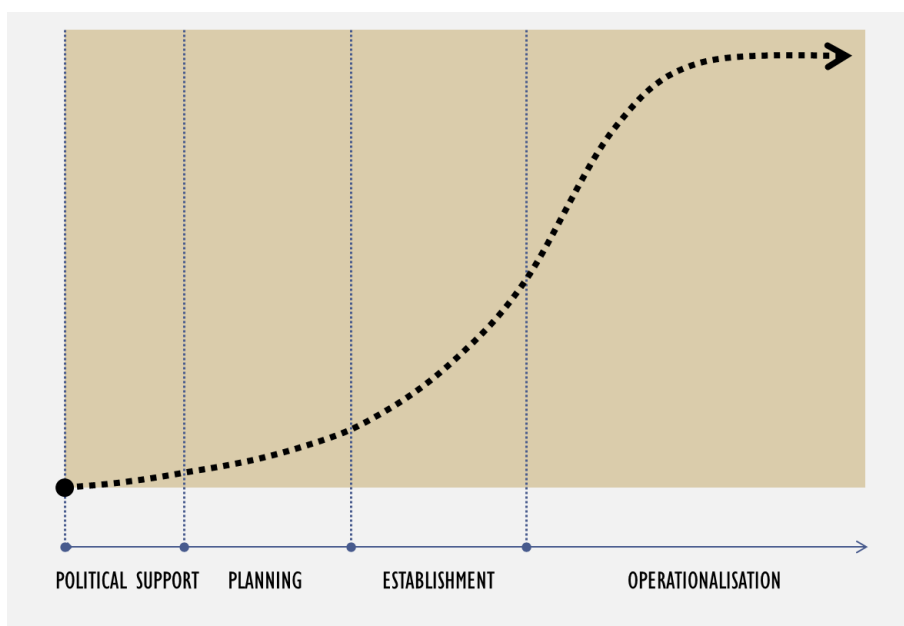


Figure 2. TFCA Development

2 STRUCTURE AND DESCRIPTION

The structure of the TFCA PAT is based on eight KPAs, with descriptions provided for each Key Performance Indicator (KPI) associated with the KPA, all aimed at measuring and assessing the performance of TFCAs from an oversight or governance perspective (refer Figure 3).



Figure 3. Structure of Assessment Tool

Intentionally, TFCA governance, is not defined, and it is deliberately broad so as to capture all of the political, social and economic goods and services that affected communities and stakeholders have the right to expect from the state, and that any state has the responsibility to deliver to its stakeholders. It can be summarised into four overarching dimensions namely, biodiversity and resource management, business development, benefit flow management and governance (refer Figure 4).

Each of these dimensions makes up a crucial component regarding the sustainability of TFCAs, with the pivot being the actions of the various governments.

In popular vernacular – biodiversity, business and benefits, and what governments must do to attain the objectives.

The first four KPAs - (1) to (4) are usually the responsibility of senior government officials, while KPAs (5) and (6) are usually addressed by conservation managers within the partner countries.

KPA (7) is addressed comprehensively by TFCA partner countries aimed at creating a conducive environment within which business, specifically tourism, can unlock the potential within TFCAs.

KPA (8)-Benefit Flow Management – is addressed by senior officials based on information gathered by the various sectors – resource management, business and affected communities, and addresses the reporting on the benefits emanating from TFCA development.

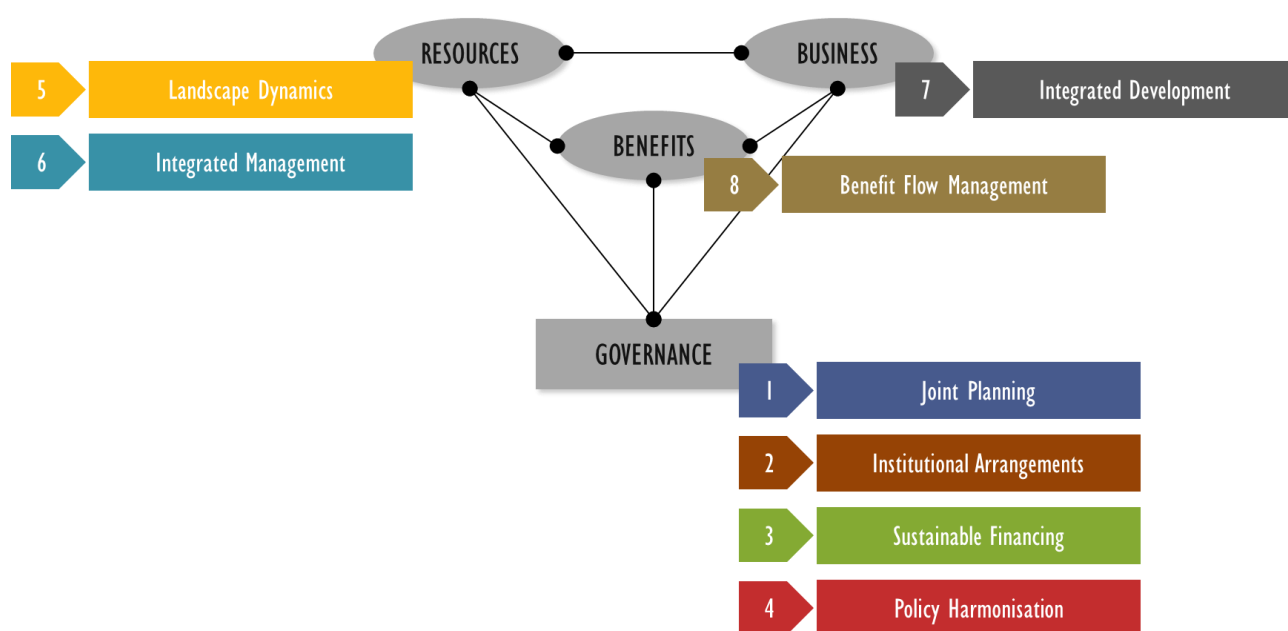


Figure 4. TFCA Governance and KPAs

The tables below provide a description of each KPA and the linked KPIs.

Table 1. KPA (I)-Joint Planning KPIs

| KPA (I)-JOINT PLANNING | |
|---|---|
| <i>Ensuring collective planning of the entire TFCA, the alignment of the individual TFCA components and implementation of plans</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 1.1 Motivation Document | <p>A Feasibility Study / Motivation Document for the development of the TFCA has been prepared-</p> <ul style="list-style-type: none"> • Intergovernmental meeting/s have taken place to discuss the feasibility of establishing a TFCA and a Record of Decision (RoD) has been prepared • A draft document has been prepared • A Feasibility Study / Motivation Document has been approved by the Partner Countries |
| 1.2 Integrated Development Plan | <p>An IDP has been prepared for the TFCA-</p> <ul style="list-style-type: none"> • The boundaries of the TFCA have been defined (also refer KPI 5.1) • A legal framework has been prepared for the TFCA (also refer KPI 4.1) • Stakeholder engagement has taken place • A draft IDP has been compiled • The IDP has been approved by the Partner Countries |
| 1.3 Aligned Protected Area Plans | <p>The individual country component Protected Area (PA) management plans have been aligned with the IDP-</p> <ul style="list-style-type: none"> • The various plans have been review • These plans have been revised to embed the IDP outcomes • The revised plans have been approved by the relevant authorities of the Partner Countries |
| 1.4 Detailed IDP Roll-out | <p>The approved IDP for the TFCA is being implemented-</p> <ul style="list-style-type: none"> • A strategic business plan (5 years) for the implementation of the IDP, with measurable performance indicators is in place • A detailed business plan (yearly) is place to guide operations • Annual reviews are being undertaken • Annual reports to the relevant structures are being prepared |

Table 2. KPA (2)-Institutional Arrangements KPIs

| KPA (2)-INSTITUTIONAL ARRANGEMENTS | |
|---|--|
| <i>Ensuring that the institutional arrangements and structures are functional and representative of all stakeholders and that the legal status of the TFCA is clarified and properly delineated</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 2.1 Memorandum of Understanding | <p>A MoU has been signed between the TFCA Partner Countries-</p> <ul style="list-style-type: none"> Formal discussions has taken place between the Partner Countries and a RoD has been prepared A draft MoU has been prepared The MoU have been approved by the Partner Countries An International Coordinator (IC) has been appointed by the Coordinating Country Interim structures in terms of the MoU has been established |
| 2.2 Treaty | <p>A Treaty or Operational Protocol has been signed between the TFCA Partner Countries-</p> <ul style="list-style-type: none"> Formal discussions has taken place between the Partner Countries and a RoD has been prepared A drafting team has been appointed A draft Treaty has been prepared A bound finalised Treaty is in place A Treaty has been signed by the Heads of State of the Partner Countries |
| 2.3 Joint Formalised Structures | <p>Joint Formalised Structures have been established for the TFCA-</p> <ul style="list-style-type: none"> Structures have been appointed as per the Treaty Meetings are taking place as per an agreed schedule Reports are being prepared as per plan |
| 2.4 Legal Entity | <p>A Legal Entity (if required by the Treaty) has been established for the TFCA-</p> <ul style="list-style-type: none"> Formal discussions has taken place between the Partner Countries and a RoD has been prepared Draft Article of Association (AoA) / Constitution Signed AoA / Constitution Trustee / Board Members appointed Regular meetings as per Article of Association / Constitution |

Table 3. KPA (3)-Sustainable Financing KPIs

| KPA (3)-SUSTAINABLE FINANCING | |
|---|--|
| <i>Ensuring that sufficient funding is available, since without these funds it will not be possible to implement many of the actions, and thus it will not be possible to attain envisaged objectives</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 3.1 Financial Sustainability Strategy (FSS) | <p>The TFCA has prepared a FSS-</p> <ul style="list-style-type: none"> • A review of best practices regarding financing mechanisms for TFCAs has been undertaken • An options analysis has been undertaken and a Record of Decision prepared • A draft FSS has been prepared • A FSS has been approved |
| 3.2 FSS Implementation Plan | <p>The TFCA developed an Implementation Plan based on the FSS-</p> <ul style="list-style-type: none"> • An implementation plan has been prepared and approved • A working group / task group has been established or clear responsibility assigned for ensuring the implementation of the FSS and implementation plan • Fundraising strategies have been prepared • Funding has been secured |
| 3.3 Financial Mechanisms | <p>Mechanisms are in place to enable effective financial management of the TFCA-</p> <ul style="list-style-type: none"> • Financial mechanisms have been established in terms of the FSS • A programme for training of staff / officials are in place |
| 3.4 Monitoring and Evaluation (M&E) | <p>Strategies are in place to monitor the sustainability of financing and implementation of the FSS and Implementation Plan-</p> <ul style="list-style-type: none"> • A M&E system has been developed and are being implemented • Reports are prepared and submitted to the relevant structures of the TFCA |

Table 4. KPA (4)-Policy Harmonisation

| KPA (4)-POLICY HARMONISATION | |
|--|---|
| <i>Ensuring synergy between operational policies utilised by the Partner Countries, cognisant of sovereignty</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 4.1 Policy and Legal Database | <p>A Policy and Legal Database for the TFCA is in place-</p> <ul style="list-style-type: none"> • Relevant policies and legal instruments have been collected at international, regional and national levels • A user-friendly and accessible database is in place |
| 4.2 Assessment and Review | <p>A Review of the relevant legal instruments has been undertaken regarding envisaged joint operations-</p> <ul style="list-style-type: none"> • A working group / task group has been appointed • Relevant areas for policy and legal review have been identified and a terms of reference prepared • A review of the relevant instruments have been undertaken and a draft review report has been prepared • The Legal Review Report has been approved |
| 4.3 Policy Development / Law Reform | <p>Policy Harmonisation or Law Reform has been undertaken to assist in joint operations-</p> <ul style="list-style-type: none"> • RoD on issues to be addressed in place and scope of project/s defined • Stakeholder engagement strategy/ies have been developed • Draft revised policies or legal instruments • Approved policies or legal instruments |
| 4.4 Harmonised Policies | <p>Policies between the TFCA Partner countries have been harmonised-</p> <ul style="list-style-type: none"> • The harmonised policies or legal instruments have been communicated between Partner Countries and relevant stakeholders • The TFCA policy and legal database has been updated • Training programme for relevant officials in place • Joint Operational Strategies and Standard Operational Procedures revisited and updated (refer KPA (6)) |

Table 5. KPA (5)-Landscape Dynamics KPIs

| KPA (5)-LANDSCAPE DYNAMICS | |
|--|---|
| <i>Ensuring that ecosystem integrity is sustained where intact and restored where fragmented</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 5.1 Survey | <p>A Landscape Characteristic and Encumbrance Survey has been undertaken for the TFCA-</p> <ul style="list-style-type: none"> • A catchment / bioregional / vegetation / habitat integrity analysis has been undertaken • An encumbrance survey has been undertaken (e.g. relating to land uses and infrastructure) • Environmental drivers have been identified • A Survey Report has been prepared and approved and priorities for biodiversity conservation in the TFCA identified |
| 5.2 Joint Plan | <p>A Joint Conservation Management Plan (JCMP) for Sustaining and Restoring the Landscape Dynamics of the TFCA have been prepared-</p> <ul style="list-style-type: none"> • Through discussions, conservation objectives and targets have been set • A draft JCMP has been prepared • A JCMP has been approved |
| 5.3 Operationalisation | <p>The JCMP is being implemented-</p> <ul style="list-style-type: none"> • Joint programmes and projects have been developed • Joint programmes and plans are being implemented • Component management plans are in place or have been updated and programmes and are in place |
| 5.4 Monitoring and Evaluation | <p>Strategies are in place to monitor the health functioning of the ecosystems of the TFCA-</p> <ul style="list-style-type: none"> • An ecosystem health and function M&E system has been developed and are being implemented • Ecosystem health and function reports are prepared and submitted to the relevant structures of the TFCA |

Table 6. KPA (6)-Integrated Management KPIs

| KPA (6)-INTEGRATED MANAGEMENT | |
|--|--|
| <i>To sustain and restore the ecosystem integrity of the TFCA, ensuring integrated management between the Partner Countries' conservation agencies</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 6.1 Joint Management Decision | <p>A decision has been taken to jointly manage components of the TFCA-</p> <ul style="list-style-type: none"> • Formal discussions has taken place between the Partner Countries • A RoD has been prepared • A working group or task team has been appointed |
| 6.1 Joint Operational Strategy (JOS) | <p>A JOS (or a Joint Management Plan) has been developed for the TFCA-</p> <ul style="list-style-type: none"> • The appointed working group or task team has met and consensus has been reached on joint activities • A draft JOS has been prepared • A JOS has been approved by the relevant structure/s of the TFCA |
| 6.3 Joint Operations Centre / Structure | <p>A Joint Operations Structure such as a Park Managers Committee has been established-</p> <ul style="list-style-type: none"> • Joint Operations Structure appointed as per approved JOS • Staff have been identified and seconded • Systems and Standard Operational Procedures (SOP) have been developed and are being implemented |
| 6.4 Joint Operations | <p>Joint operations are being undertaken within the TFCAs-</p> <ul style="list-style-type: none"> • Regular joint activities are being undertaken in terms of SOPs • M&E is undertaken as planned • Regular reports are being prepared |

Table 7. KPA (7)-Integrated Development KPIs

| KPA (7)-INTEGRATED DEVELOPMENT | |
|--|--|
| <i>Since the objectives of the TFCA extend beyond conservation and include socio-economic development and public enjoyment, ensuring that regional and TFCA development strategies are jointly implemented</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 7.1 Regional Development Strategy | <p>A database of all the Regional Development Strategies and Plans is in place and has been analysed for synergies with the objectives of the TFCA-</p> <ul style="list-style-type: none"> • A database is in place of country-based regional development strategies and relevant related collaborative programmes • A Draft TFCA Regional Development Strategy has been prepared or has been incorporated in the IDP of the TFCA • A Regional Development Strategy has been approved |
| 7.2 TFCA Tourism Product Strategy | <p>A TFCA Tourism Product Strategy or plan has been developed-</p> <ul style="list-style-type: none"> • Discussions has taken place and concepts have been agreed upon • A draft strategy has been prepared • A Tourism Product Strategy has been approved • An implementation plan and fund raising strategy is in place |
| 7.3 TFCA Tourism Product Development | <p>A strategy regarding integrated development activities, specifically relating to tourism has been developed-</p> <ul style="list-style-type: none"> • <i>In Situ</i> development – infrastructure and activities – is taking place • A staff training programme is in place and is being implemented • A booking system is in place • A tourism marketing strategy is in place • Guest satisfaction is monitored and reported |
| 7.4 Improved Tourism (Access) Movement | <p>The TFCA is easily accessible and attractive to both investors and tourists-</p> <ul style="list-style-type: none"> • Discussions regarding the movement of people, goods and services has taken place and a RoD has been prepared • A draft SOP has been prepared • A final SOP has been approved • M&E is taking place and reports are prepared and submitted to the relevant structures of the TFCA |

Table 8. KPA (8)-Benefit Flow Management KPIs

| KPA (8)-BENEFIT FLOW MANAGEMENT | |
|---|---|
| <i>Ensuring the broadening of understanding that conservation is a viable and sustainable land use option that can provide a broad range of benefits to the region and its people, as well as quantifying of the benefits and reporting on the impact of the conservation initiatives on the affected communities</i> | |
| KEY PERFORMANCE INDICATOR | DESCRIPTION |
| 8.1 Baseline Assessment | <p>A Baseline Socio-economic Survey or Benchmarking Exercise for the TFCA has been conducted-</p> <ul style="list-style-type: none"> • Measurable criteria have been determined • A survey has been undertaken and a draft report prepared • The baseline survey report has been approved |
| 8.2 Beneficiation Action Plans (BAP) | <p>BAPs have been compiled for the TFCA-</p> <ul style="list-style-type: none"> • Specific strategies for addressing benefits to stakeholders have been agreed upon and a RoD prepared • Draft BAPs have been prepared • BAPs for the TFCA have been approved by the relevant structures of the TFCA |
| 8.3 Implementation of BAPs | <p>The various BAPs are being implemented-</p> <ul style="list-style-type: none"> • Programmes and Projects (P&P) have been developed • Funding are secured • P&Ps are being implemented |
| 8.4 M&E and Reporting | <p>Measures and Monitoring Techniques been developed and implemented and reports prepared regarding benefits from the TFCA-</p> <ul style="list-style-type: none"> • A M&E system and techniques have been developed • Data and information are collected and analysed and evaluated • Reports on the benefits of the TFCA are being prepared and submitted to the relevant structures of the TFCA |

3 METHODOLOGY

The TFCA PAT is a composite index, constructed by combining underlying indicators in a standardised way to provide a measure of governance performance regarding TFCA development within and between the various partner countries. As a progressive and consultative process, each TFCA can continuously adapt, accommodate the input and critiques of stakeholders, and make use of suitable data as this becomes available.

As governance and oversight, is not measurable directly, it is necessary to determine the most suitable proxy indicators that appropriately reflect this definition of governance.

The TFCA practitioners decided that the eight KPAs cover the specific fields within TFCA development that require attention to attain the objectives set for the specific TFCA. Within each KPA four distinct and measureable indicators have been selected to ascertain the degree to which the TFCA has attained success.

The KPIs have been selected based on the normal development path for TFCAs within SADC. The steps based on the indicators serve as flux gates ensuring that the necessary enabling environment is created. By following the logical steps described by each KPI it is possible to accurately measure the progress made within each KPA. Each KPI has variables which can be measured so that finer scale determinations can be made for each indicator and progress measured incrementally.

Several KPAs and KPIs are inextricably intertwined, and require attention as parallel action. As an example, the KPA – Joint Planning is divided into four KPIs – Motivation Document; Integrated Development Plan (IDP); Aligned Protected Area Plans; and Detailed IDP roll-out. Without an approved Motivation Document, it would not be possible to gain the necessary political support – (KPA (2) – KPI (1.1)) - required to initiate the planning aimed at preparing an IDP. The process required to prepare an IDP requires attention to be given to various other KPAs such as a policy and legal database (KPA (4) – KPI (4.1)); a survey of the area required to sustain and restore landscape dynamics (KPA (5) – KPI (5.1)).

Other KPAs and KPIs follow sequentially, and require certain aspects to be addressed prior to commencing with the next KPI. For example, it is not possible to determine the sustainable financing requirements of the TFCA unless a financial sustainable strategy (KPA (3) – KPI (3.2)) has been prepared, after which a detailed plan (KPA3 – KPI3) needs to be prepared, followed by the creation of financial mechanism (KPA3 – KPI4) to implement the plan.

Similarly, it is not easy to create a legal entity (KPA (2) – KPI (2.4)) for the TFCA unless the critical steps such as the signing of a Memorandum of Understanding between the TFCA partner states, followed by a Treaty formalising the arrangements between the countries, and the establishment of Joint Formalised Structures (KPA (2) – KPI (2.3)).

The individual indicators are scored according to key milestones that have been achieved, with each milestone being a clear, measureable and verifiable achievement within a KPI (see Table 9 as an example of the balanced scorecard). Scores are provided for each KPI, after which the total score for the KPA can be determined. The eight KPAs provide a total score out of 800, which when divided by eight, provides a percentage score.

The individual scores per KPI are determined by ascertaining the degree to which the milestones within the KPI have been met. For example, in KPA (2)-Institutional Arrangements – the KPI (1.1) that the Memorandum of Understanding (MoU) is the full measureable milestone. Cognisant that this can only be attained once several smaller steps have been undertaken, the range regarding the KPI is from a meeting to discuss the draft MoU, the first draft MoU for discussion and revision, through the finalisation of the MoU, Approval and Signing. Each sub-milestone is clearly measureable and thus can be checked and verified by the TFCA practitioners.

Similarly, other KPAs and KPIs can be measured and accurate reports prepared.

In this way the detailed steps required to get a TFCA fully functional and operational can be done in a systematic and structured manner.

TFCA practitioners serve as the reference group regarding the verification of the achievements, and ideally records of these milestones maintained. In this way it is possible to provide interested stakeholders with a record of the process underlying the development process within TFCAs, and thus negate the need to continually revisit aspects due to staff changes.

A geographic information system and database would be ideal to capture scores and present them graphically and spatially (refer Section 4) and also serve as a repository for records and documents.

Targets can also be set within TFCAs based on the achievements and progress made within a defined period. By setting these targets and including this into the specific TFCA business plan, not only is it possible to ascertain where the TFCA currently is, but where the TFCA envisages to be in the future, in measurable and planned steps.

The record of achievements, as well as setting of targets, serves as an accountability matrix for TFCA practitioners, enabling them to report on the activities and achievements, as well as the plans and programmes to be undertaken. These reports can be made to the relevant Ministers accountable for TFCA development, as well as to donors, international cooperation partners, affected communities, journalists and other interested parties.

Table 9. TFCA Development Performance Assessment Balanced Score Card

| No | KEY PERFORMANCE INDICATOR | VARIABLES | VALUE (%) | SCORE (Year) | SCORE (Year+1) | SCORE (Year+2) | SCORE (Year+3) | TARGET (Year+4) |
|------------------------|------------------------------|---------------------------|-----------|--------------|----------------|----------------|----------------|-----------------|
| KPA (I)-Joint Planning | | | | | | | | |
| 1.1 | Motivation Document (MD) | Intergovernmental Meeting | 5 | | | | | |
| | | Draft MD | 5 | | | | | |
| | | Approved MD | 15 | | | | | |
| | | Sub-total | 25 | | | | | |
| 1.2 | Integrated Development Plan | Defined Boundaries | 2 | | | | | |
| | | Legal Framework | 3 | | | | | |
| | | Stakeholder Engagement | 2.5 | | | | | |
| | | Draft IDP | 7.5 | | | | | |
| | | Approved IDP | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 1.3 | Aligned Protected Area Plans | Review of plans | 5 | | | | | |
| | | Draft revised plans | 5 | | | | | |
| | | Approved plans | 15 | | | | | |
| | | Sub-total | | | | | | |
| 1.4 | Detailed IDP Roll-out | Strategic Business Plan/s | 7.5 | | | | | |
| | | Annual Business Plan/s | 7.5 | | | | | |
| | | Annual Review/s | 5 | | | | | |
| | | Annual Report/s | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |

| No | KEY PERFORMANCE INDICATOR | VARIABLES | VALUE (%) | SCORE (Date) | SCORE (Date + 1) | SCORE (Date + 2) | SCORE (Date + 3) | TARGET (Date + 4) |
|------------------------------------|-----------------------------------|----------------------------|-----------|--------------|------------------|------------------|------------------|-------------------|
| KPA (2)-Institutional Arrangements | | | | | | | | |
| 2.1 | Memorandum of Understanding | Formal discussions and RoD | 2 | | | | | |
| | | Draft MoU | 3 | | | | | |
| | | Approved MoU | 10 | | | | | |
| | | IC appointed | 3 | | | | | |
| | | Interim structures | 7 | | | | | |
| | | Sub-total | 25 | | | | | |
| 2.2 | Treaty | Formal Discussions and RoD | 2 | | | | | |
| | | Drafting team appointed | 3 | | | | | |
| | | Draft Treaty | 5 | | | | | |
| | | Bound finalised Treaty | 5 | | | | | |
| | | Signed Treaty | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 2.3 | Joint Formalised Structures | Structures appointed | 5 | | | | | |
| | | Meetings (minutes) | 10 | | | | | |
| | | Reports | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 2.4 | Legal Entity | Formal discussions and RoD | 2 | | | | | |
| | | Draft AoA / Constitution | 3 | | | | | |
| | | Signed AoA / Constitution | 10 | | | | | |
| | | Trustee / Board appointed | 5 | | | | | |
| | | Regular meetings (minutes) | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |
| KPA (3)-Sustainable Financing | | | | | | | | |
| 3.1 | Financial Sustainability Strategy | Best Practices Review | 3 | | | | | |
| | | Options Analysis and RoD | 2 | | | | | |
| | | Draft FSS | 10 | | | | | |
| | | Approved FSS | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 3.2 | Financial Sustainability Plan | Implementation Plan | 7 | | | | | |
| | | Responsibility | 3 | | | | | |
| | | Fundraising Strategies | 5 | | | | | |
| | | Secured Funding | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 3.3 | Financial Mechanisms | Financial Mechanisms | 12.5 | | | | | |
| | | Training Programme | 12.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 3.4 | M&E and Reporting | M&E System | 12.5 | | | | | |
| | | Reports | 12.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |

| No | KEY PERFORMANCE INDICATOR | VARIABLES | VALUE (%) | SCORE (Date) | SCORE (Date + 1) | SCORE (Date + 2) | SCORE (Date + 3) | TARGET (Date + 4) |
|------------------------------|---------------------------------|--|-----------|--------------|------------------|------------------|------------------|-------------------|
| KPA (4)-Policy Harmonisation | | | | | | | | |
| 4.1 | Policy and Legal Database | Policies & Instruments collected | 12.5 | | | | | |
| | | Database | 12.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 4.2 | Assessment and Review | Working group appointed | 2 | | | | | |
| | | ToR | 3 | | | | | |
| | | Draft Review Report | 10 | | | | | |
| | | Review Report approved | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 4.3 | Policy Development / Law Reform | RoD and Scope of Project/s | 5 | | | | | |
| | | Stakeholder Engagement Strategies | 5 | | | | | |
| | | Draft Revised Instruments | 7.5 | | | | | |
| | | Approved Instruments | 7.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 4.4 | Harmonised Policies | Communication | 5 | | | | | |
| | | Policy & legal database updated | 5 | | | | | |
| | | Training / capacity building programme | 7.5 | | | | | |
| | | JOS' & SOPs reviewed and updated | 7.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |
| KPA (5)-Landscape Dynamics | | | | | | | | |
| 5.1 | Survey | Analysis | 7.5 | | | | | |
| | | Encumbrance Survey | 2.5 | | | | | |
| | | Environmental Drivers | 2.5 | | | | | |
| | | Draft Survey Report | 7.5 | | | | | |
| | | Approved Survey Report | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 5.2 | Joint Plan | Objectives & Targets | 5 | | | | | |
| | | Draft JCMP | 10 | | | | | |
| | | Approved JCMP | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 5.3 | Operationalisation | Programmes and Projects | 10 | | | | | |
| | | Implementation | 10 | | | | | |
| | | Aligned component plans | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 5.4 | M&E and Reporting | M&E System | 12.5 | | | | | |
| | | Reporting | 12.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |

| No | KEY PERFORMANCE INDICATOR | VARIABLES | VALUE (%) | SCORE (Date) | SCORE (Date + 1) | SCORE (Date + 2) | SCORE (Date + 3) | TARGET (Date + 4) |
|--------------------------------|-------------------------------|--|-----------|--------------|------------------|------------------|------------------|-------------------|
| KPA (6)-Integrated Management | | | | | | | | |
| 6.1 | Joint Management Decision | Formal discussions | 5 | | | | | |
| | | RoD | 5 | | | | | |
| | | Working group appointed | 15 | | | | | |
| | | Sub-total | 25 | | | | | |
| 6.2 | Joint Operational Strategy | Consensus on joint activities | 5 | | | | | |
| | | Draft JOS | 10 | | | | | |
| | | Approved JOS | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 6.3 | Joint Operational Structure | Joint Operations Structure appointed | 5 | | | | | |
| | | Staff identified / seconded | 10 | | | | | |
| | | Systems and SOPs | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 6.4 | Joint Operations | Regular joint activities | 10 | | | | | |
| | | M&E | 7.5 | | | | | |
| | | Regular reports | 7.5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |
| KPA (7)-Integrated Development | | | | | | | | |
| 7.1 | Regional Development Strategy | Database | 5 | | | | | |
| | | Draft Strategy | 10 | | | | | |
| | | Approved Strategy | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 7.2 | TFCA Development Strategy | Agreed concepts | 3 | | | | | |
| | | Draft Strategy | 5 | | | | | |
| | | Approved Strategy | 10 | | | | | |
| | | Implementation Plan & Fundraising Strategy | 7 | | | | | |
| | | Sub-total | 25 | | | | | |
| 7.3 | TFCA Tourism Products | In Situ development | 7.5 | | | | | |
| | | Staff training | 5 | | | | | |
| | | Booking System | 2.5 | | | | | |
| | | Marketing Strategy | 5 | | | | | |
| | | M&E and Reporting | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| 7.4 | Improved Tourism Access | Discussions & RoD | 3 | | | | | |
| | | Draft SOP | 7 | | | | | |
| | | Approved SOP | 10 | | | | | |
| | | M&E and Reporting | 5 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |

| No | KEY PERFORMANCE INDICATOR | VARIABLES | VALUE (%) | SCORE (Date) | SCORE (Date + 1) | SCORE (Date + 2) | SCORE (Date + 3) | TARGET (Date + 4) |
|---------------------------------|---------------------------|-----------------------------|-----------|--------------|------------------|------------------|------------------|-------------------|
| KPA (8)-Benefit Flow Management | | | | | | | | |
| 8.1 | Baseline Assessment | Measurable Criteria | 5 | | | | | |
| | | Survey and Draft Report | 10 | | | | | |
| | | Approved Survey Report | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 8.2 | Beneficiation Action Plan | RoD on Benefit Strategies | 7.5 | | | | | |
| | | Draft BAPs | 7.5 | | | | | |
| | | Approved BAPs | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 8.3 | Implementation | Approved P&Ps | 7.5 | | | | | |
| | | Secured Funding | 7.5 | | | | | |
| | | Implementation of P&Ps | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| 8.4 | M&E and Reporting | M&E System & Techniques | 7.5 | | | | | |
| | | Data & Information Analyses | 7.5 | | | | | |
| | | Reports | 10 | | | | | |
| | | Sub-total | 25 | | | | | |
| Sub-score | | | 100 | | | | | |

| SUMMARY OF SCORES | | | | | |
|---|--|--|--|--|--|
| KPA (1)-Joint Planning | | | | | |
| KPA (2)-Institutional Arrangements | | | | | |
| KPA (3)-Sustainable Financing | | | | | |
| KPA (4)-Policy Harmonisation | | | | | |
| KPA (5)-Landscape Dynamics | | | | | |
| KPA (6)-Integrated Management | | | | | |
| KPA (7)-Integrated Development | | | | | |
| KPA (8)-Benefit Flow Management | | | | | |
| | | | | | |
| TOTAL SCORE (Sub-scores / 8) | | | | | |

4 REPORTING

The presentation of Key Findings garnered by the TFCAs PAT, can provide several opportunities for reporting. This can be done by preparing reports pertaining to-

- Overall Results (all TFCAs)
- Results per TFCAs
- Results per Indicator.

The Overall Results for all TFCAs can provide a region wide assessment for SADC, showing the overall performance of TFCAs comparatively across the region.

The Results per TFCAs show the specific results for individual TFCAs, covering all the KPAs and associated KPIs.

Comparisons can also be made based on the Results per Indicator, which can be used to solicit support for specific thematic areas from donors and cooperation partners. This assessment can be used by the region to ensure that efforts requiring attention are supported, and that funds do not just be used or allocated to areas that are already performing well. By addressing the weakest link in the TFCAs development chain, the entire system can be more robust and resilient to external threats.

The three types of reports – Overall Results; Results per TFCAs; Results per Indicator - can be represented spatially and graphically, making it easy to assess the status of TFCAs development in the region – refer Figure 5 to Figure 10.

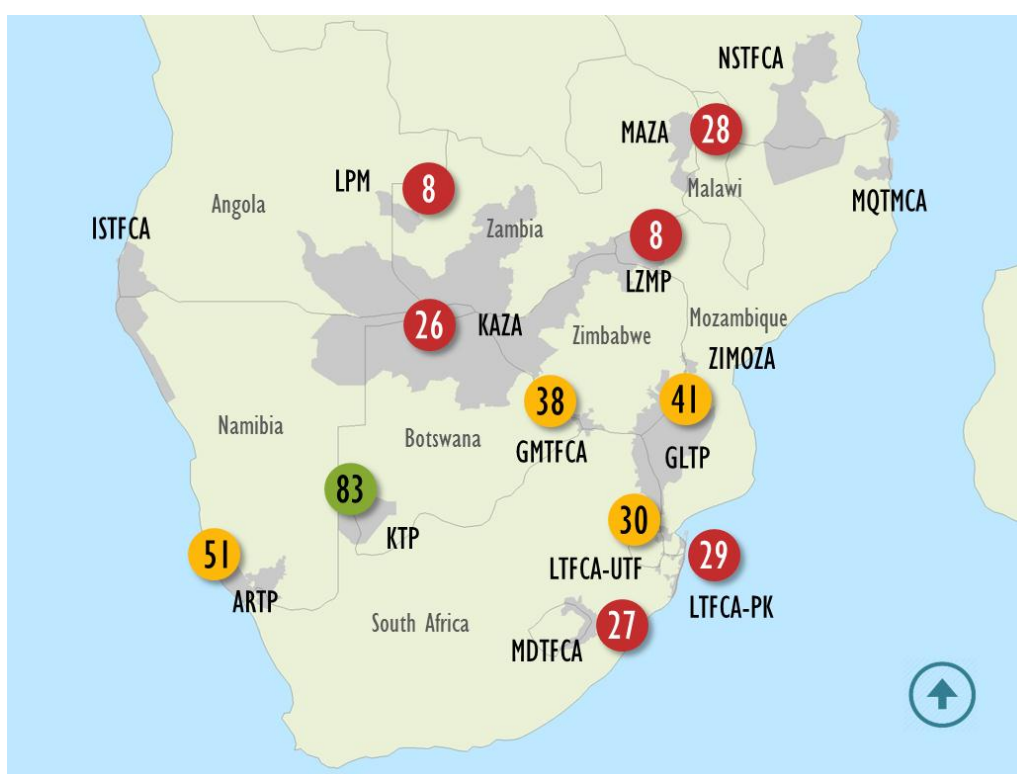


Figure 5. Overall 2012 TFCAs Performance Results (Mapped)

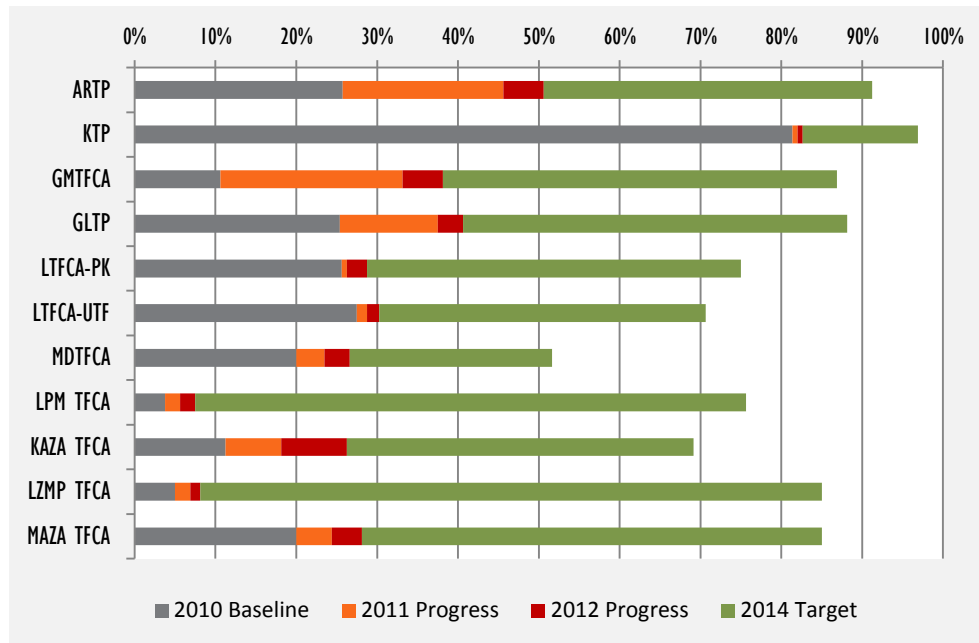


Figure 6. Overall TFCA Performance Results and Targets (Graph)

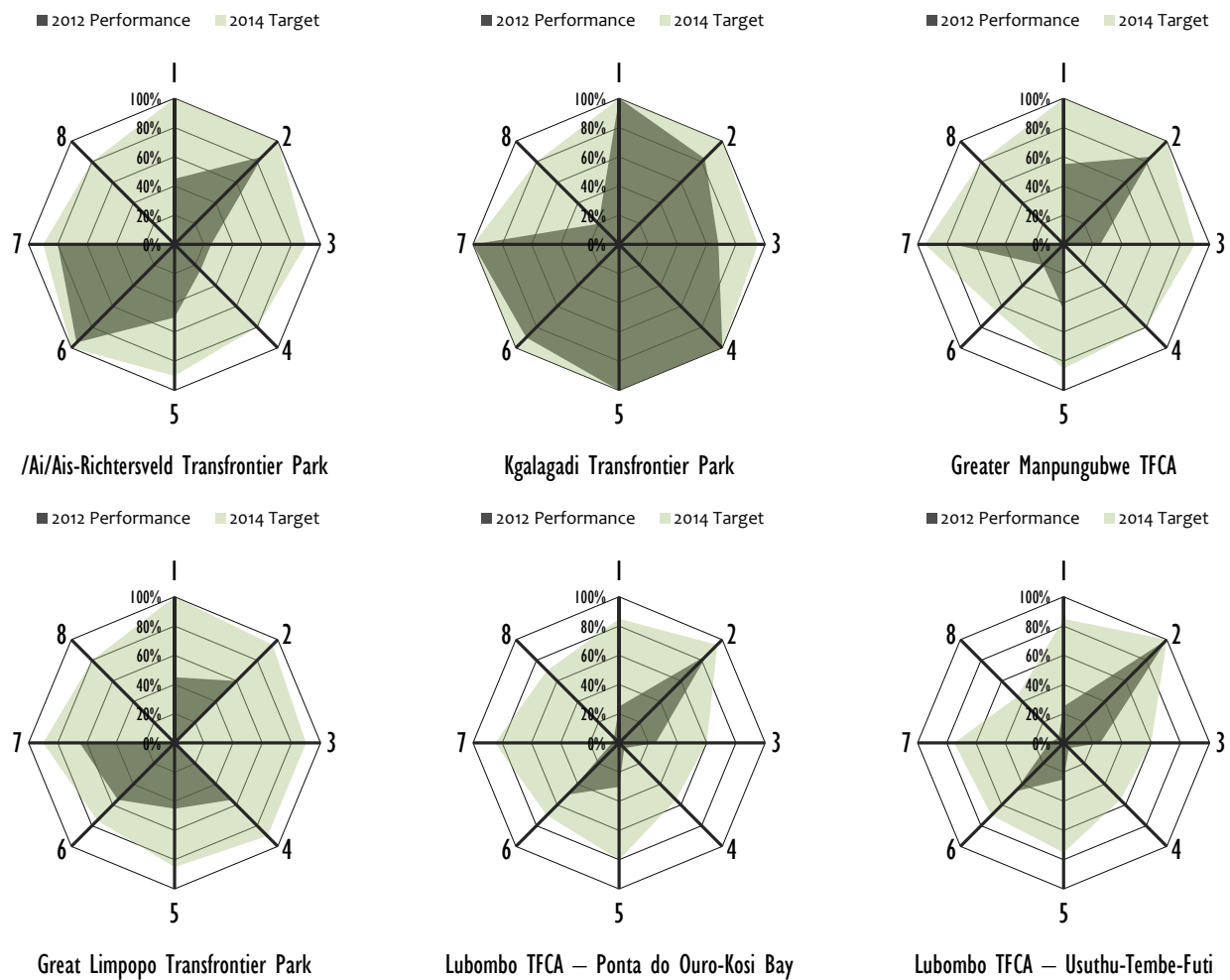


Figure 7. Individual TFCA Performance Scores per KPA

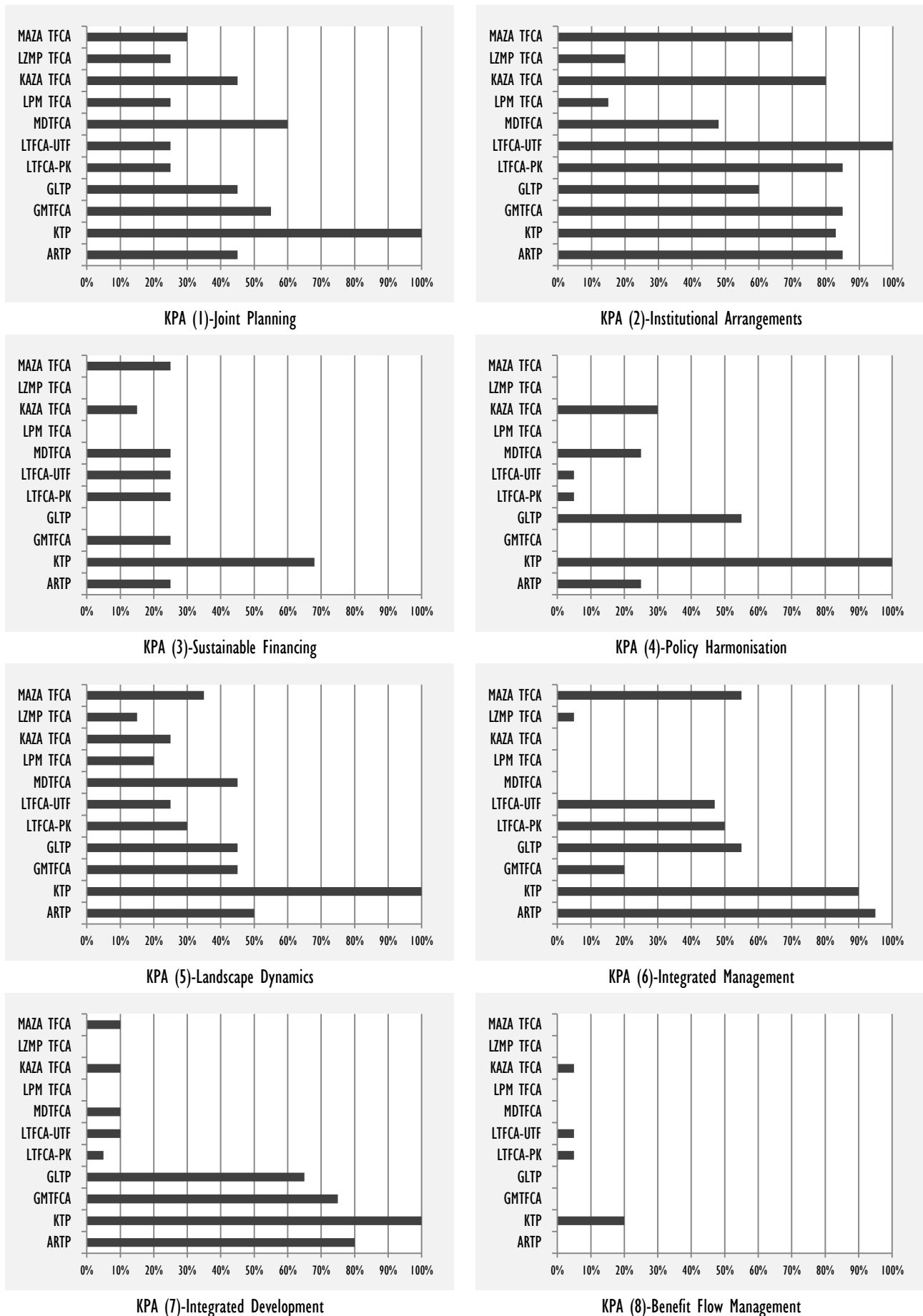


Figure 8. 2012 TFCA Performance Results per KPA (Graph)

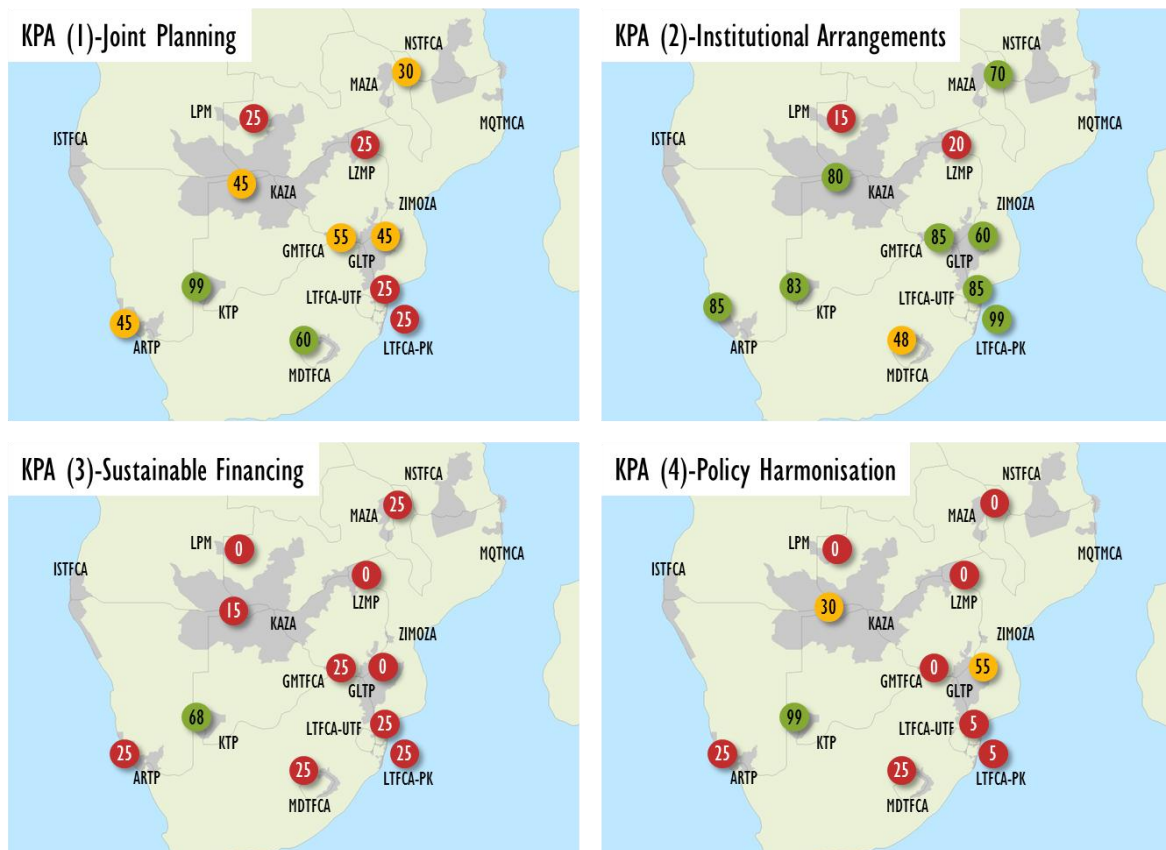


Figure 9. 2012 TFCA Performance Results per KPA (Mapped)

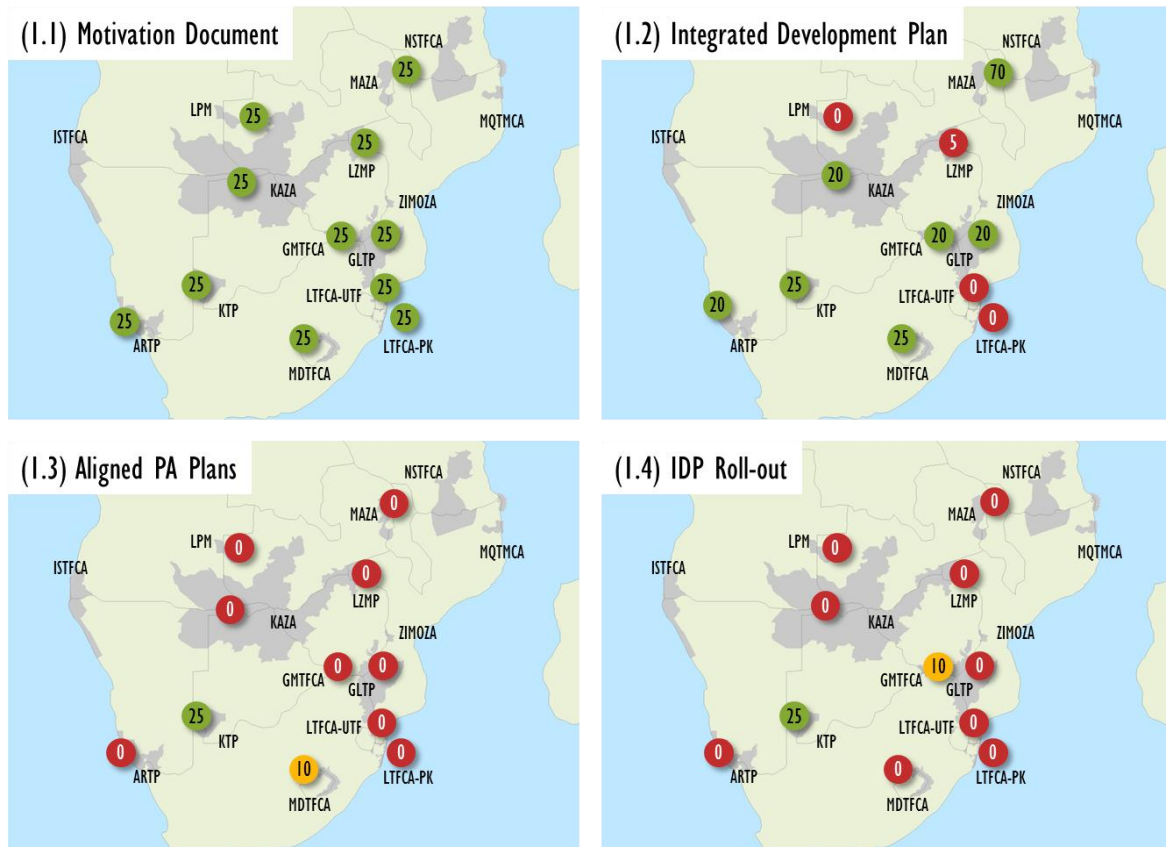


Figure 10. 2012 TFCA Performance Results for KPA (1)-Joint Planning (Mapped)