



Transfrontier Conservation Area

Programme 2023-2033

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TFCA

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About SADC

The Southern African Development Community (SADC) is an organisation founded and maintained by countries in southern Africa that aim to further the socio-economic, political and security cooperation among its Member States and foster regional integration in order to achieve peace, stability and wealth. The Member States are: Angola, Botswana, Union of Comoros, the Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe.

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Acronyms

ACM	Adaptive collaborative management
AIS	Invasive Alien Species
APAC	African Protected Areas Congress
CAP	Costed Action Plan
CBD	Convention on Biological Diversity
CBF	Global Biodiversity Framework
CBNRM	Community Based Natural Resource Management
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
HWC	Human Wildlife Conflict
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
IWT	Illegal Wildlife Trade
LEAP	Law Enforcement and Anti-Poaching
LT	Long Term
MAB	Man and Biosphere Programme
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MS	Member States
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
RBO	River Based Organisations
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SAR	Situational Analysis Report
SDG	Sustainable Development Goals
SMME	Small, Medium and Micro Enterprises
ST	Short Term
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
US\$	United States Dollar
WCPA	World Commission on Protected Areas
WEF	World Economic Forum
Yr	Year



Foreword

The Southern African Development Community (SADC) region is endowed with immense and diverse natural capital within the aquatic, coastal and terrestrial ecosystems of regional and global significance for the conservation of biological diversity while supporting social and economic development. The regional economy continues to depend immensely on natural resources such as arable land, water, forestry, fisheries, and wildlife, together with mineral resources. Furthermore, the rural communities, which are the majority of our human population, depend directly on these natural resources for their livelihoods. These physical and biological resources are fundamental to the development of the region's economy and social transformation and industrialization.



In view of the diminishing capacity of nature to provide vital ecosystem goods and services due to human impacts, the SADC region realises that successful conservation and the sustainable use of the region's shared transboundary resources is key for our regional integration and this is being addressed through the Transfrontier Conservation Areas (TFCA) approach. The concept of TFCAs recognises that the joint management of shared natural resources across international boundaries has the potential to promote peace and stability; ensure the sustainable conservation and utilisation of natural resources, while providing social and economic development opportunities, as well as addressing food and nutrition security.

This approach is based on three pillars:

1. **Environmental Conservation**, by supporting the integrity of large ecosystems, beyond artificial boundaries, and the sustainable use of natural resources.
2. **Regional Integration**, by bringing together two or more Member States to co-manage shared natural resources and progress towards legal harmonisation and active cooperation in resolving other matters related to transboundary conservation; and
3. **Socio-economic development**, mainly for the communities affected by the establishment and operationalisation of TFCAs, and the private sector engagement, to ensure that regional conservation, livelihoods and economic growth go hand in hand in a win-win approach.

The high-level political commitment to transboundary cooperation is enshrined in the SADC Treaty Vision of "A common future for all countries and peoples of Southern Africa" and the desire to deal with underlying poverty and the marginalisation of communities living in and around Protected and Conservation Areas. Other important regional instruments guiding the implementation of TFCA processes in our region include the Protocols on Environmental Management for Sustainable Development, Fisheries, Forestry, Industry, Politics Defence and Security Cooperation, Shared Water Courses Systems, Tourism, and on Wildlife Conservation and Law Enforcement.

SADC Member States have proven and strengthened the Transfrontier Conservation Areas (TFCAs) as a progressive approach in addressing conservation challenges, as well as enhancing the contribution of natural resources to regional economic and social development, through establishing and implementing the SADC TFCA Programme (2013). Through the SADC/GIZ – Climate and Natural Resources Management Project, funded by the German government, SADC Member States have reviewed and produced their new SADC TFCA Programme (2023 -2033) and its Costed Action Plan, to address the dynamic of biodiversity conservation in the region, and globally. The SADC TFCA Programme (2023 -2033), which is part of the implementation of the SADC Regional Indicative Development Strategy (2020 – 2030), has five (5) major goals, namely:

- (i) Integrated and effective management of transboundary landscapes and seascapes;
- (ii) Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and other Activities;
- (iii) Governance, multi-sectoral partnerships and regional integration strengthened;
- (iv) Long-term sustainable financing secured for TFCAs; and (v) Enhanced skills and capacity development and improved knowledge management.

The SADC Secretariat would like to thank the political commitment from the SADC Member States, and communities, Academia, Private Sector, Civil Society Organisations in promoting the TFCA work, in such exciting journey of more than 20 years working hand-and-hand with various partners; the Federal Government of Germany, European Union (EU), United Kingdom (UK) Department for Environment, United Nations Environment Programme (UNEP), United Nations Development Programme (UNDP), WWF, United States Agency for International Development (USAID), FAO, the World Bank (WB) and PPF for their technical and financial support to the development and implementation of the SADC TFCA Programme in the region.

Elias M. Magosi
SADC Executive Secretary



Executive Summary

The importance of a transboundary and multi-stakeholder approach to manage and guide the way to deal with many of the persistent challenges facing the environment and sustainable development is increasingly being recognised. Transfrontier Conservation Areas (TFCAs) in Southern Africa are unique landscapes and seascapes that are well suited to the collaborative and coordinated implementation of several Multilateral Environmental Agreements in support of the Sustainable Development Goals (SDGs) 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, that encapsulate diverse social, cultural, and economic systems. Several Southern African Development Community (SADC) protocols and strategies created an 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 and defined TFCAs as the area or the 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 resources use area. A key objective of TFCAs is to collaboratively manage shared natural and cultural resources across international boundaries for improved biodiversity conservation and socio-economic development¹.

The approval of the 2013 SADC TFCAs Programme reinforced Member States' efforts to establish and develop TFCAs in collaboration with national, regional, and international partners. The SADC Secretariat provided support, mobilised financial and technical resources, as well facilitated platforms for regional knowledge sharing and collaboration.

The three pillars of SADC TFCAs are: (i) to foster regional integration between two or more Member States (MS) to manage shared natural resources, to achieve progress towards legal harmonisation and active cooperation in resolving matters related to transfrontier conservation in the region; (ii) transboundary management of shared natural and cultural resources; and (iii) socio-economic development based on the sustainable use on natural resources by communities living in and alongside TFCAs as graphically depicted below.

In 2021, the Ministers responsible for Environment, Natural Resources and Tourism called for the Review of the 2013 SADC TFCAs Programme to reflect on learnings and where applicable, to revise the programme considering key challenges



Figure 1: SADC TFCAs Core Pillars

¹ <https://www.sadc.int/pillars/transfrontier-conservation-areas>

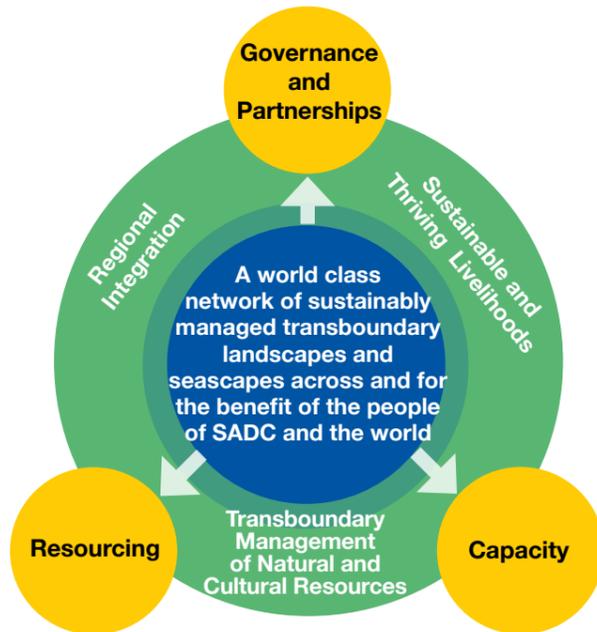


Figure 2: Theory of Change applied for the SADC TFCA Revised Programme

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.

To this effect, **five goals** have been co-developed towards achieving the SADC TFCA Programme 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 (ILM) 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, to promote cultural linkages, community development and promoting growth of the tourism sector, specifically, eco-tourism and natural resource-based enterprises. 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, wildlife, fisheries, forestry, tourism, and other sectors.

The SADC programme to advance TFCAs included a component of great significance, which is that of local livelihoods, with a core focal point being to improve local livelihoods. 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 largely dependent on the surrounding natural resources to secure livelihoods, raises the importance of their critical role in the implementation of a successful and sustainable TFCA ecosystem. Provision has been made to develop strategies to secure and expand employment and livelihood opportunities in the Green and Blue Economies. These strategies will be complemented by technical assistance in support of enterprise development and expansion of small businesses and cooperatives. Furthermore, diverse sustainable tourism products and experiences are prudent to increase the attractiveness and value of TFCAs, whilst attention is also paid to effective and sustainable mitigation of threats, conflicts and risks that local communities living in and around TFCAs must endure.

Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integration.

The establishment of individual TFCAs is based on partnerships between governments, Non-Governmental Organisations (NGOs), local communities, the private sector, and other key stakeholders. While the key stakeholders entail the relevant governments and implementing agencies, International Cooperating Partners (ICPs) and NGOs contributed vastly towards supporting the implementation of TFCAs. However, the implementation of the TFCA Programme remains the prerogative of SADC Member States and therefore, unless there is political will, buy-in and acceptance at national level, the TFCA's

and opportunities identified at 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 explicitly defined roles towards accountability and responsibility for the SADC Secretariat, for Member States and at TFCA level.

This revised 2023-2033 SADC TFCA Programme was co-developed through an inclusive and extensive process of stakeholder engagements, synthesis, and analysis. The Theory of Change derives from the Vision of the SADC TFCA Programme, which is to develop a *world-class network of sustainably managed transboundary landscapes and seascapes across, and for the benefit, of SADC*. The Theory of Change details the developmental process of the vision, as well as its alignment to key result areas as described 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

development processes may be impeded. 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 Finance for TFCAs secured.

TFCAs are very well positioned to yield multiple agricultural, livelihood, conservation, and climate related 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 ICPs 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 that form the heartbeat of TFCAs. The SADC TFCA Programme therefore 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 (FF) and to initiate preparations to develop a pipeline of projects to benefit TFCA landscapes and seascapes.

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

Building human capital in TFCA landscapes has been identified as a critical development pathway which could lead to significant conservation and livelihood outcomes. To ensure efficient allocation of resources, clear training 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, was earmarked as an important opportunity for the professional development of regionally based students, whilst 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 Member 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 Member 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 oversee 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:

- Member 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:

- Member States to send jointly signed letter of intent with any supporting documentation (e.g., Concept Note, International Union for Conservation of Nature (IUCN) Diagnostic Tool for Transboundary Conservation Planners², implementation plan) either on own initiative or following the information request from SADC Secretariat.

The SADC TFCA programme's monitoring, evaluation and learning system (MEL) is designed with a goal to improve programmatic performance and strengthen learning. Monitoring, evaluation, and learning shall take place through continuous systems of reporting and engagement with a wide variety of stakeholders, to ensure a comprehensive view is taken to consider both the progress made towards progress in implementation, as well as the level to which this implementation has resulted in progress towards the Programme's Strategic Objectives.

² IUCN Diagnostic tool for Transboundary Conservation Planners



Category A (formalised TFCAs)

1. /Ai/Ais - Richtersveld TP (2003) (Namibia/South Africa)
2. Chimanimani TFCa (2001) (Mozambique/Zimbabwe)
3. Great Limpopo TFCa (2002) (Mozambique/South Africa/Zimbabwe)
4. Iona-Skeleton Coast TFCa (2018) (Angola/Namibia)
5. Kavango Zambezi TFCa (2001) (Angola/Botswana/Namibia/Zambia/Zimbabwe)
6. Kgalagadi TP (1999) (Botswana/South Africa)

7. Lubombo TFCa (2000) (Mozambique/South Africa/eSwatini)
8. Malawi-Zambia TFCa (2015) (Malawi-Zambia)
9. Maloti -Drakensberg TFCa (2001) (Lesotho/South Africa)
10. Niassa-Selous TFCa (2015) (Mozambique/Tanzania)

Category B (proposed TFCAs)

11. Greater Mapungubwe TFCa (2006) (Botswana/South Africa/Zimbabwe)
12. Lower Zambezi-Mana Pools TFCa (2023) (Zambia/Zimbabwe)

1 Introduction

1.1 TRANSFRONTIER CONSERVATION AREAS

There are more than 220 Transfrontier Conservation Areas (TFCAs) in the world, which are in various stages of development and implementation. Sovereign governments started to join hands on the creation of 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 recognised³.

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 Fifth 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 (PAs)"⁴.

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"⁵.

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 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"⁶.

The three pillars of SADC TFCAs are: (i) 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; (ii) transboundary management of shared natural and cultural resources; and (iii) socio-economic development based on the sustainable use on natural resources by communities living in and alongside TFCAs.⁷



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 SADC TFCa Programme after a need was identified to reflect on learnings and where applicable, to redesign a new programme considering the following:

³ WWF Adria Transboundary Conservation Factsheet (2020)

⁴ <http://www.tbpa.net/index.php>

⁵ SADC (1999) Protocol on Wildlife Conservation and Law Enforcement. Maputo (Mozambique): SADC

⁶ SADC TFCa Programme (2013)

⁷ Monitoring and Evaluation of TFCAs: Situational Analysis Report (SADC), Gaborone, Botswana, 2020

- Align to global targets and Sustainable Development Goals;
- Align to the SADC RISDP 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 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 four goals towards a 2050 vision of ‘Living in Harmony with Nature’ was adopted at the COP15 of the Convention on Biological Diversity (CBD) during 2022⁸. Key agreements⁹ 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 (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.¹⁰ 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. TFCAs in Southern Africa are unique landscapes and seascapes that are well suited to the collaborative and coordinated implementation of several Multilateral Environmental Agreements in support of the creation of an equitable, carbon-neutral, and nature-positive world in support of the achievement of the Sustainable Development Goals (SDGs). 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 2023-2033 SADC TFCA Programme 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-phased process was followed to formulate 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 Member States during 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: (i) by the TFCA unit within the Food, Agriculture and Natural Resources (FANR) Directorate of the SADC Secretariat with support from ICPs; (ii) by Member States that are party to various TFCA agreements and their respective public and private sector partners and local community constituents; and (iii) 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 as well as outcomes of SADC TFCA Network meetings and activities;
- An on-line survey to determine perceptions, insights, opportunities, and challenges with 145 responses from a wide range of TFCA practitioners; and
- Thematic consultative workshops and focus group discussions on Monitoring and Evaluation (M&E), Transboundary Coastal and Marine Management, long-term sustainable financing of TFCAs, and the Categories and Listing Processes of TFCAs.

⁸ CBD/COP/15/L.25 (2022) Kunming-Montreal Global Biodiversity Framework

⁹ <https://unfccc.int/process-and-meetings/conferences>

¹⁰ <https://unccd.int/resources/publications>

Revised SADC TFCA Programme Framework

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

A summary of the methodology and approach is provided below.

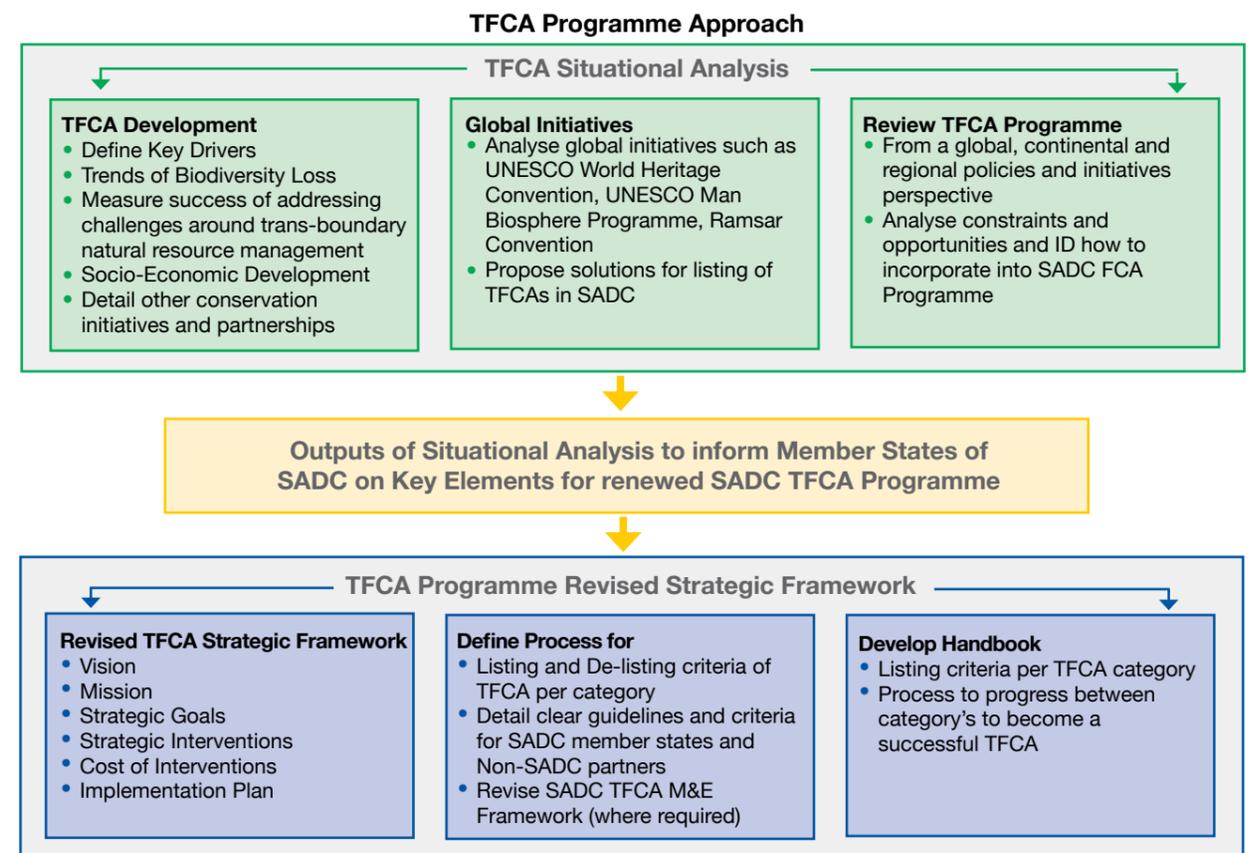


Figure 4: Methodology and approach

1.4 ACHIEVEMENT OF OBJECTIVES OF THE 2013 SADC TFCA PROGRAMME

The diagrammes overleaf provide a summative overview and assessment of the achievement of the objectives of each of the seven components of the 2013 Programme. These inputs were obtained through the stakeholder survey complemented by a range of stakeholder engagements, and the literature review undertaken as part of the Situational Analysis process.

A short synopsis of each of the components follows overleaf.

Component 1: Advocacy and harmonisation

The development of TFCAs is 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 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 conflict 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.

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				

Figure 5: Component 1: Advocacy and harmonisation

Component 2: Enhancement of Financing Mechanisms for TFCAs

A critical challenge for many countries in the SADC region is lack of funding for the development, management, and implementation of TFCAs. The financial and technical support provided by SADC Member States and International Cooperating Partners (ICPs) are critical to ensure sustainable development and management of TFCAs in the region. Recently, some ICPs have shifted their support from bilateral to regional forms of technical and financial cooperation. In both cases, SADC may facilitate access to financing resources, either by initiating and supporting bilateral dialogue between Member States and ICPs or through acquisition of funds at regional level. Other innovative financing mechanisms need to be explored, including the establishment of a regional fund specifically for the development of TFCAs in the SADC region.

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				

Figure 6: Component 2: Enhancement of financing mechanisms for TFCAs

Component 3: Capacity Building

Building capacity of key TFCA stakeholders is an important element for successful TFCA development. Capacity building efforts should leverage existing expertise and should be conducted in close coordination and cooperation with national and regional institutions. Based on the survey outcomes, the enhancement of capacity to assure the successful development and management of TFCAs, was partially achieved.

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				

Figure 7: Component 3: Building capacity for TFCA stakeholders.

Component 4: Data and Knowledge Management Systems

The SADC TFCA Network was established in 2013 as a functional TFCA Stakeholder Forum. The Network is overseen by a Steering Committee comprising TFCA Focal Points from SADC Member States and the SADC Secretariat. The purpose of the Network was to overcome TFCA challenges through shared learning, knowledge management and collaboration. As a result of the survey outcomes, the components' objectives were partially achieved, as per the image below.

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				

Figure 8: Component 4: Data and Knowledge Management Systems

Component 5: Enhancement of Local Livelihoods

The livelihoods of millions of people that live in and around TFCAs are intricately linked to the integrity of biodiversity, including ecosystems being conserved in the TFCAs. Apart from using the land to raise and maintain livestock, to grow food and cultivate cash crops, rural communities also harvest natural resources for subsistence and commercial purposes. Member States acknowledge that the primary beneficiaries of TFCAs must be these rural communities who have an intrinsic right to be involved in decision-making processes with regards to TFCAs. Increased private and public investments in cross border infrastructure and tourism projects in TFCAs may also contribute significantly to improving local economies. Facilitating cross border access to local and regional markets can further increase income at household level. The SADC TFCA Programme also recognises that more vulnerable segments of the population, for example, women, youth, and people living with disabilities and HIV/AIDS, need special focus within these programmes.

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				

Figure 9: Component 5: Enhancement of local livelihoods

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

The SADC region is vulnerable to the effects of climate variability and climate change. It is expected that temperatures in the region will increase by about 3 degrees Celsius by 2080, while rainfall is expected to decrease with an increase of extreme weather events such as droughts and floods. Even just a 2 degrees Celsius increase will have a negative impact on TFCAs and their contribution to economic development and poverty alleviation by affecting biodiversity, provision of ecosystem services, ecotourism, agriculture and food security, water security and the well-being of the people living in TFCAs.

The objective of the component on reducing vulnerability of ecosystems and people to the effects of climate change was articulated to support the development of climate change mitigation and adaptation measures within TFCAs.

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				

Figure 10: Component 6: Reducing vulnerability of ecosystems.

Component 7: Development of TFCAs into Marketable Regional Tourism Products

TFCAs could promote regional integration, cooperative tourism, and rural development through the development of TFCAs into marketable regional tourism products. The rationale for such is that countries are already cooperating to manage TFCAs as consolidated units and have joint governance structures in place for both conservation and tourism development. Furthermore, many renowned tourism destinations are situated within SADC TFCAs and by developing tourism at a TFCA level, there is vast potential to generate employment in these largely rural and marginalised areas.

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				

Figure 11: Component 7: Development of TFCAs into marketable regional tourism products

Component 8: Sustainable management of shared natural and cultural resources

Underpinning the establishment of TFCAs is the collaborative management of shared natural and cultural resources across international boundaries for improved biodiversity conservation, strengthening of cultural linkages, and socio-economic

development. This in turn enables TFCAs to be effective vehicles for fostering regional cooperation and integration and enhancing socio-economic development through the sustainable use of shared natural and cultural resources.

Although this aspect was not formulated as an explicit stand-alone component to the 2013 SADC TFCA Programme and therefore not assessed, it was highlighted by stakeholders as a key component informing the planning, establishment, and management of TFCAs. The sustainable management of shared natural resources is viewed as a very important cross-cutting element and is therefore captured as the eight SADC TFCA Programme component, with its objectives deriving from the Protocol on Wildlife Conservation and Law Enforcement (1999).

As part of the SADC TFCA Monitoring and Evaluation (M&E) Framework¹¹ development process, Component 8: Sustainably manage shared natural resources in TFCAs was added to provide a useful introduction to Section 4 as the following objectives outline:

- Promote the conservation of shared wildlife and forestry resources;
- Promote the sustainable use and management of shared wildlife and forestry resources;
- Enhance programming for natural resources conservation and management; and
- Enforce available legal instruments for conservation.

1.5 KEY THREATS TO MARINE AND TERRESTRIAL CONSERVATION

Based on the broad stakeholder survey undertaken (n = 145 of which 60% work on coastal marine areas), the following activities constitute the main threats to marine and coastal TFCAs: climate change, pollution, and poaching and the illegal trade and unsustainable use of natural resources. Most respondents considered that the maintenance and rehabilitation of strategic water and marine ecosystems is very relevant to Transfrontier Conservation Marine Areas (TFCMAs).

Major threats to conservation in terrestrial TFCAs (as perceived by the respondents of the online survey), are human wildlife conflict, followed by climate change then poaching and illegal wildlife trade, loss of ecosystem connectivity as well as poor land use planning and management.

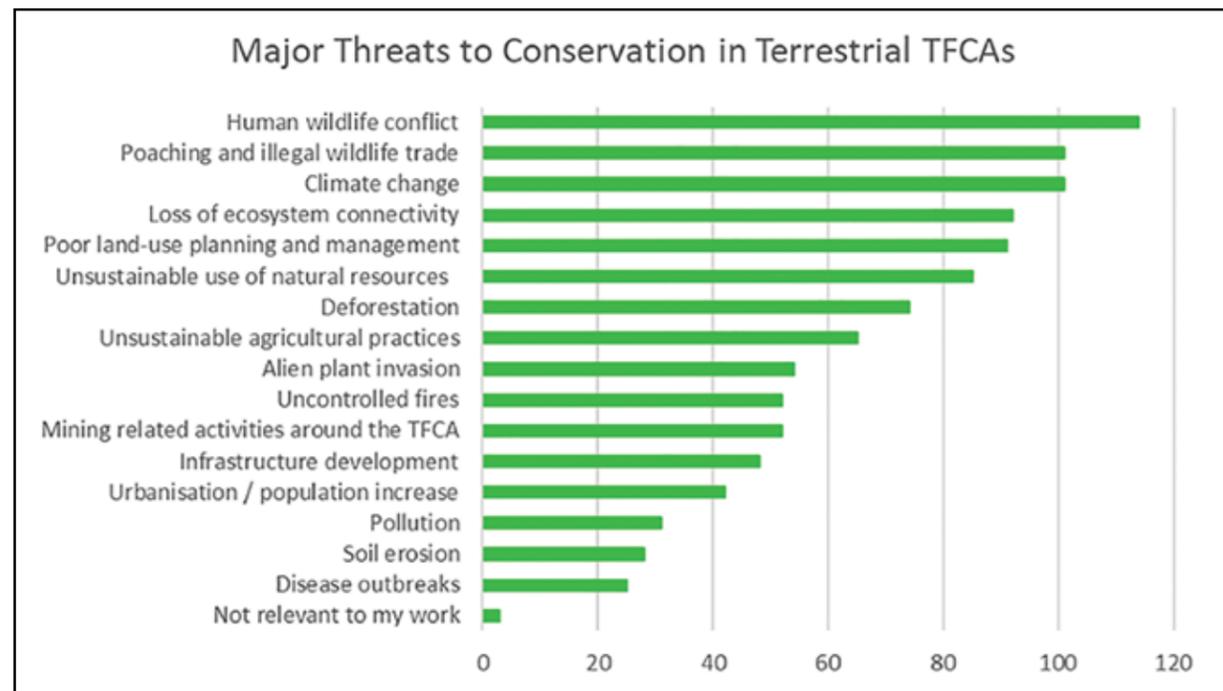


Figure 12: Major threats to conservation in Terrestrial TFCAs (number of respondents)

¹¹ SADC TFCA Monitoring and Evaluation Framework (2017)

The major threats to conservation in coastal and marine TFCAs (as perceived by the respondents of the online survey), are climate change, pollution, poaching and illegal wildlife trade, the unsustainable use of natural resources and habitat destruction or loss, as depicted below.

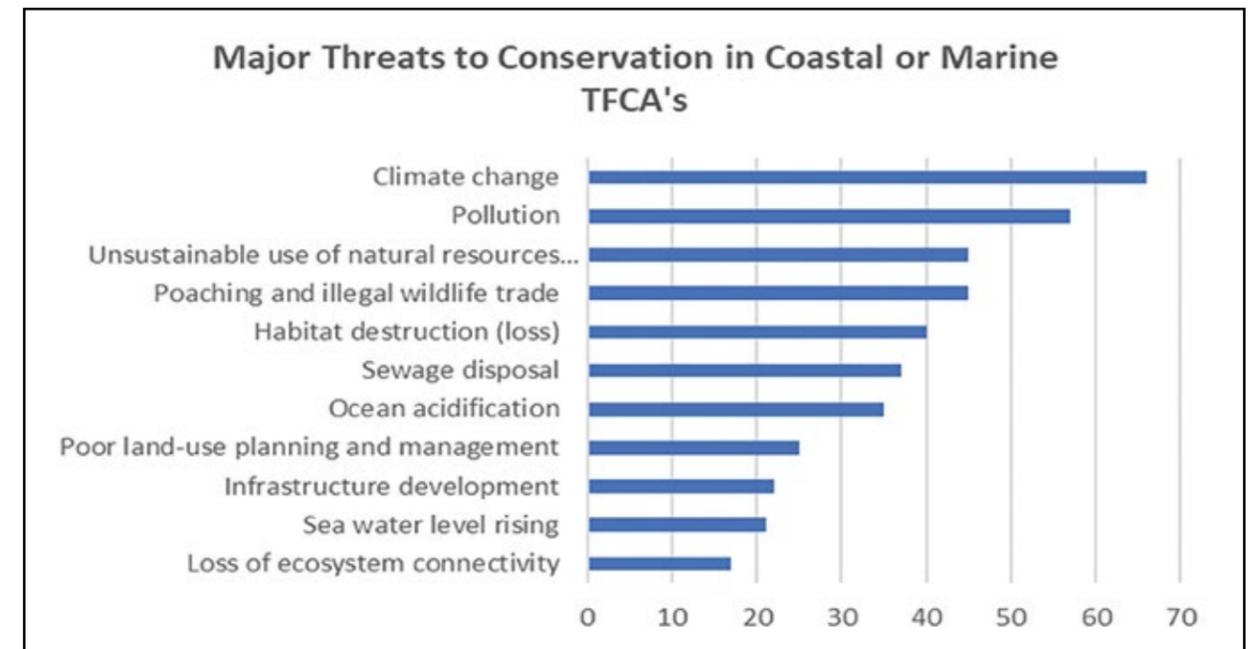


Figure 13: Major threats to conservation in Coastal and Marine TFCAs (number of respondents)

Given the outcomes of Figure 12 and Figure 13, the major threats (as perceived by the respondents of the online survey), to conservation for terrestrial and marine TFCAs were compared to determine if there are any correlation(s) in the datasets. It is evident that there are four major threats that have an impact on both terrestrial and marine TFCAs, namely:

- Climate change;
- Poaching and illegal wildlife trade;
- Unsustainable use of natural resources; and
- Loss of ecosystem or habitat destruction.

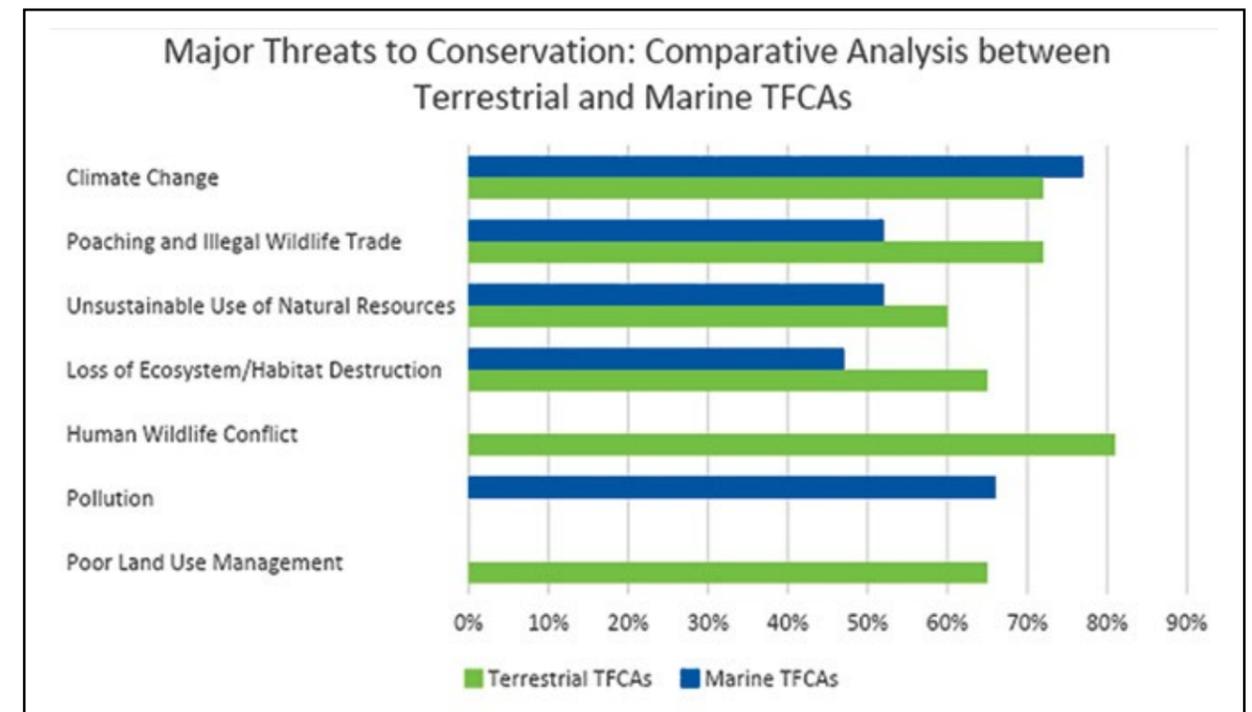


Figure 14: Major threats to conservation: Comparative analysis: Terrestrial and Marine TFCAs (%)

1.6 SUMMARY OF KEY THEMATIC AND FOCUS AREAS IDENTIFIED IN SITUATIONAL ANALYSIS

Based on the review of the 2013 SADC TFCA Programme, the table below summarises the key thematic and focus areas that guided the design and development of the revised TFCA Programme.

No.	Thematic Area	Key Focus Area
1.	Shared management of natural and cultural resources	<ul style="list-style-type: none"> • Integrated and effective management of transboundary landscapes and seascapes • Climate change mitigation and adaptation • Habitat and species management • Establishment of ecological corridors and wildlife dispersal areas • Integrated approach to freshwater biodiversity conservation • Integrated approach to coastal and marine biodiversity conservation • Addressing Illegal Wildlife Trade (IWT) and poaching
2.	Improved well-being and livelihoods of people	<ul style="list-style-type: none"> • Supporting the development of resilient Green and Blue Economies • Enabling environment for trade environment and improved market linkages • Alignment of policy frameworks and strategies to community needs • Enterprise development and expansion for small businesses and cooperatives • Tourism development, investment, and market development • Mitigating Human Wildlife Conflict and supporting co-existence • Food and water security • Disaster Risk Reduction
3.	Governance, Multi-Sector Partnerships and Regional Integration	<ul style="list-style-type: none"> • Political will in support of the development of TFCAs • Improved coordination, management, and implementation of TFCAs • Harmonisation of policy and legal frameworks • Effective multi-stakeholder governance platforms
4.	Sustainable Finance	<ul style="list-style-type: none"> • Building capacity to secure sustainable finance • Resourced and capacitated SADC TFCA Financing Facility • Development and securing investment for project pipelines • Development of innovative and scalable financial mechanisms
5.	Skills, capacity development, and knowledge management	<ul style="list-style-type: none"> • Development and support of Community of Practices • Training programmes aligned to updated and expanded cross-sectoral Training Needs Analysis • Documentation of Indigenous Knowledge practices • Joint research development in support of evidence informed decision-making • Knowledge management, monitoring and evaluation, and learning
6.	Cross-cutting Themes	<ul style="list-style-type: none"> • Climate Change mitigation, adaptation, and a just transition • Transboundary natural resource management and sustainable use • Nature benefitting Local Communities, in particular women and youth

Table 1: Summary of key thematic and focus areas identified in the Situational Analysis

1.7 SWOT ANALYSIS AS AN OUTCOME OF THE SITUATIONAL ANALYSIS

A high-level SWOT analysis was undertaken whilst revising the 2013 Situational Analysis Report (SAR) to identify factors that may impact on growth and the efficient functioning of TFCAs. It also offers useful information that could inform the strategic development process of this programme. The SWOT's purpose is therefore to inform decision making and to turn threats into opportunities and weaknesses into strengths.

STRENGTHS

- 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

WEAKNESSES

- 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 TFCAFF
- Need to enhance information dissemination
- Marine and coastal TFCAs at poor level of implementation

moving from the current state of TFCAs to a transformed future state

OPPORTUNITIES

- 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"

THREATS

- 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

Figure 15: SWOT Analysis



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.

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 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, and 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 and sustainably used build resilience to climate change impacts

Table 2: SDGs and its Implications for the SADC TFCA Programme

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.

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.

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 utilisation 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.

Table 3: GBF Goals and its Implications for the SADC TFCA Programme

The GBF Theory of Change outlines how a wide range of tools and solutions must 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. There are significant opportunities for there to be clear alignment of the SADC TFCA Programme to support the achievement of the 2030 Milestones and 2050 Goals towards the overall vision of 'Living in Harmony with Nature'.

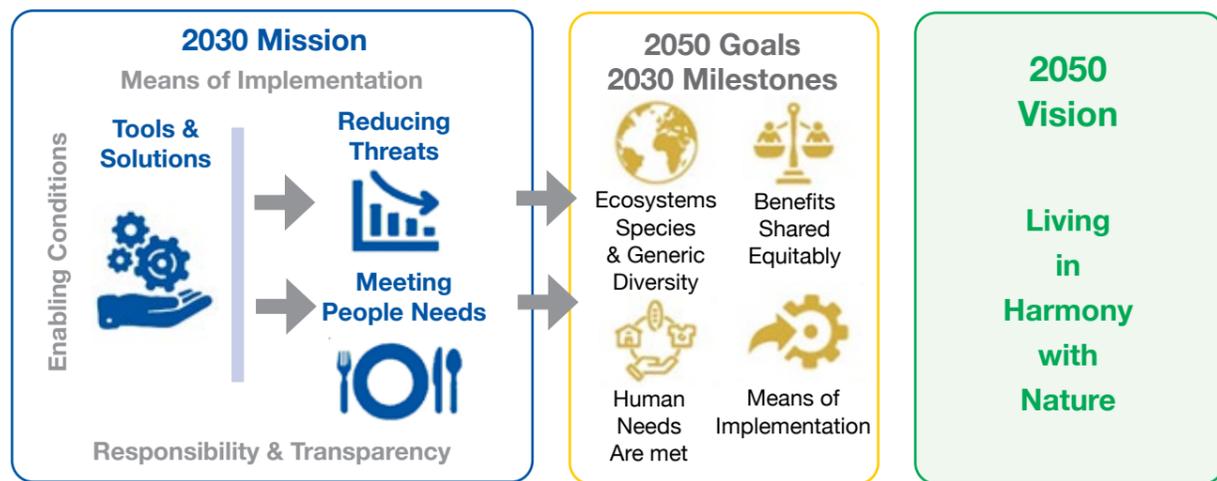


Figure 16: Kunming-Montreal Global Biodiversity Framework

2.2 AFRICAN UNION POLICY AND IMPLICATIONS FOR THE SADC TFCA PROGRAMME

2.2.1 Agenda 2063 – The Africa We Want

The African Union’s 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.

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 perspective.
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 Identity, 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 girl’s empowerment and also youth empowerment.

Table 4: Agenda 2063 and its Implications for the SADC TFCA Programme

2.3 REGIONAL POLICY AND IMPLICATIONS FOR THE SADC TFCA PROGRAMME

2.3.1 SADC Regional Indicative Strategic Development Programme

The SADC RISDP is a ten-year strategic plan. It represents an ambitious attempt to lay out how SADC can best move towards SADC Vision 2050 over the next ten 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 well-being, improvement of the standards of living and quality of life, freedom and social justice, 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 1: 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.

RISDP (2020-2030) Pillar	Implications for the SADC TFCA Programme
Foundational Pillar: 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, enhanced human security, particularly for the most vulnerable and marginalised populations.
Pillar 1: 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 and boosting of cross-border tourism in TFCAs is also referenced.
Pillar 2: Infrastructure Development in Support of Regional Integration	TFCAs should be encouraged to identify critical regional infrastructure requirements in support of their strategic priorities.
Pillar 3: 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 Pillars: 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 approached towards development climate change resilience and enhanced disaster risk management. Improved management of the environment and sustainable utilisation of natural resources, which includes TFCAs.

Table 5: RISDP and its implication for the SADC TFCA Programme



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 the RISDP and the Kunming-Montreal GBF.

The SADC TFCA programme anticipates that over the next ten 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 and cultural 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, improved 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.

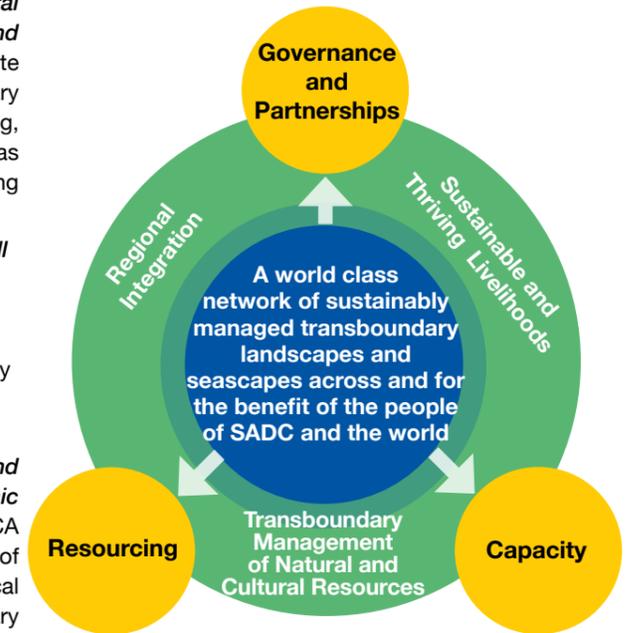


Figure 17: Theory of Change applied for the SADC TFCA Revised Programme

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, as well as other role players that have an impact on the programme's success.

Financial inputs to carry out the activities detailed in the programme will derive from the SADC TFCA Financing Facility, bi-lateral 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 namely on a SADC level, TFCA level, and a Member State level. 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 Programme Secretariat plays a pivotal 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 programme document.

3.3.2 Cross Cutting Activity Categories

Individual activities are delineated in the description of the programme that follows. The following three cross-cutting themes consistently inform the programme design:

- Climate Change Mitigation, Adaptation, and a Just Transition.
- Transboundary Natural and Cultural Resource Management and Sustainable Use.
- Nature benefitting Local Communities, in particular women and youth.

3.3.3 Assumptions

For the 2023-2033 SADC TFCA Programme 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, buy-in 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 several 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 comprehend the importance of the current and future TFCA as a key anchor or Regional Integration in SADCs.
- 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 the implementation of the programme.
- Member States are willing to invest in transboundary management and collaboration.
- 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 strategic direction of the 2023-2033 SADC TFCA programme is graphically depicted below and is aligned to the Kunming-Montreal GBF as follows:

- Reduce threats to the biodiversity of the SADC region (Goal 1);
- Meet the needs of communities living in and alongside TFCAs (Goal 2); and
- Provide tools and solutions to implement the revised programme to achieve the outlined vision (Goals 3 to 5).
(see Figure 17 on opposite page)

The revised SADC TFCA Programme builds on the foundations instituted since the establishment of the first Transfrontier Park in the region in 1999, and the subsequent formalisation of a regional programme of work on the TFCAs in 2013. The seven components articulated in the 2013 SADC TFCA Programme and an eighth component on sustainable management of natural resources that was outlined during the process of developing the SADC TFCA M&E Framework, have been streamlined into five Strategic Goals for the revised SADC TFCA Programme. These are as follows:

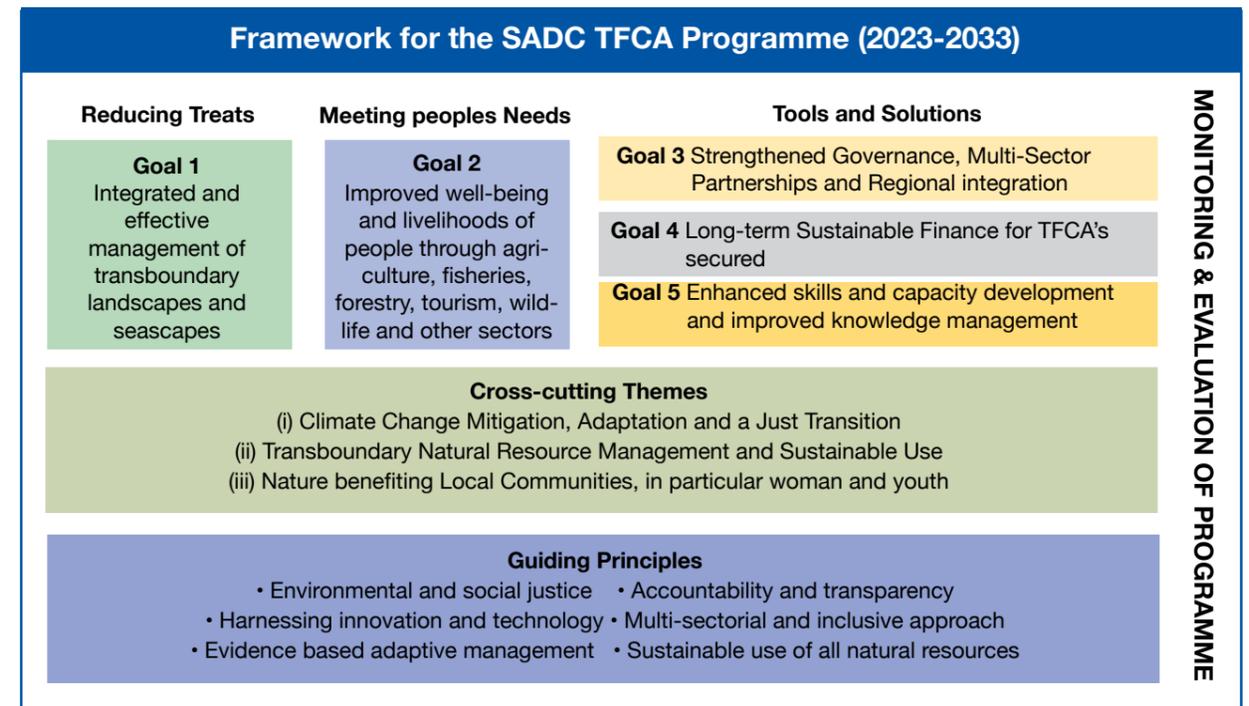


Figure 17: Framework for the 2023-2033 SADC TFCA Programme

- **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.
- **Components 5 and 7:** Enhancement of local livelihoods and Tourism in TFCAs was integrated into Goal 2: To improve the well-being and livelihoods of people through agriculture, forestry, fisheries, tourism, and other sectors.

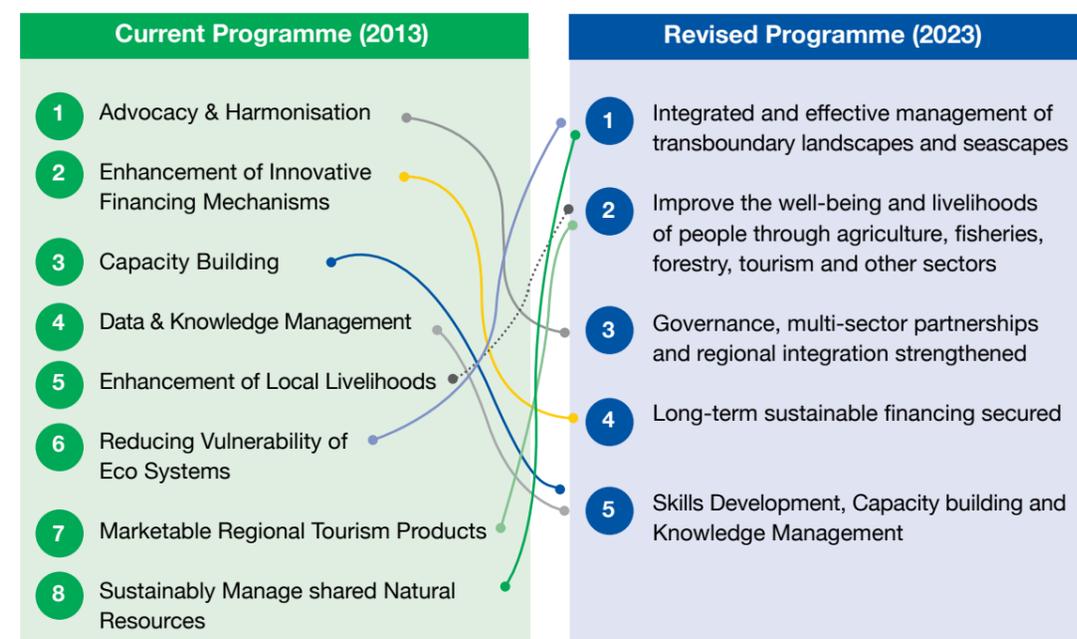


Figure 18: Integration of Current and Revised Programmes



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 opportunities, 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, the five goals that were identified and detailed in the aforementioned sections will be transformed into activities, sub-activities, timeframes for implementation as well as roles and responsibilities.

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

Key Objective: Conservation and restoration of transboundary landscapes and seascapes in the SADC region through an integrated management approach that harnesses technological innovation and climate change resilience.

Goal 2: Improved well-being and livelihoods of people through agriculture, wildlife, fisheries, forestry, tourism, and other sectors.

Key Objective: Improved, equitable and resilient livelihoods of Indigenous People and Communities who live in and adjacent to transboundary landscapes and seascapes through effective stewardship, clearly defined rights, and the sustainable use of natural resources.

Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integration.

Key Objective: Strengthened political will and enabled multi-sectoral partnerships to support effective and transformative transboundary landscape and seascape conservation and socio-economic impact in SADC.

Goal 4: Long-Term Sustainable Finance for TFCAs secured.

Key Objective: Innovative and sustainable resource flows are identified, secured, and invested in core TFCA activities, programmes, and nature positive enterprises.

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

Key Objective: Improved organisational capacity and performance, knowledge management, and monitoring evaluation and learning to implement a sustainable programme.

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 Landscape 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 eco-tourism and natural resources-based businesses. It is expected that these common objectives will be pursued via joint operational or integrated management plans, collaborative law enforcement operations, ecological monitoring and research, data sharing as well as policy and regulatory harmonisation.

Goal 2: Improved well-being and livelihoods of people through agriculture, wildlife, fisheries, forestry, tourism, and other sectors.

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 SAR. Understanding that communities based within and around TFCAs are dependent on the surrounding natural resources to secure livelihoods, raises the importance of their critical role in the implementation of a successful and sustainable TFCA ecosystem. Provision has been made to develop strategies to secure and expand employment and livelihood opportunities in the Green and Blue Economies. These strategies will be complemented by technical assistance in support of enterprise development and expansion of small businesses and cooperatives. Furthermore, diverse sustainable tourism products and experiences are prudent to increase the attractiveness and value of TFCAs whilst attention is also paid to effective and sustainable mitigation of threats, conflicts and risks that local communities living in and around TFCAs have to endure.

Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integration.

The establishment of individual TFCAs is based on partnerships between governments, NGOs, local communities, the private sector, and other key stakeholders. While the key stakeholders entail the relevant governments and implementing agencies, ICPs and NGOs contributed vastly towards supporting the implementation of TFCAs. However, the implementation of the TFCA Programme remains the prerogative of SADC Member States and therefore, unless there is political will, buy-in and acceptance at national level, the TFCA's development processes may be impeded on. 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 Finance for TFCAs secured.

TFCAs are very well positioned to yield multiple agricultural, livelihood, conservation, and climate related 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 ICPs 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 that form the heartbeat of TFCAs. The SADC TFCA Programme therefore 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 FF and to initiate preparations to develop a pipeline of projects to benefit TFCA landscapes and seascapes.

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

Building human capital in TFCA landscapes has been identified as a critical development pathway which could lead to significant conservation and livelihood outcomes. To ensure efficient allocation of resources, clear training need 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, was earmarked as an important opportunity for the professional development of regionally based students, whilst 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 2023-2033 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 institutional structures and agencies (where applicable).
- The TFCA level through their formally established multi-country joint governance and operational structures.

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	Output 1.1.1 Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented	Activity 1.1.1.1 Based on the SADC Climate Change Strategy and Action Plan and SADC Disaster Preparedness and Response Strategy, TFCAs with high climate vulnerability to undertake TFCA level vulnerability assessment and local adaptation plans to guide implementation of adaptation and mitigation measures				Advocate: SADC Implement: MS / TFCAs
		Activity 1.1.1.2 Improve the management of TFCAs through the implementation of climate change adaptation and mitigation strategies / disaster reduction plans in joint management, integrated development plans, protected area management plans, and nature-based solutions.				Advocate: SADC Implement: MS / TFCAs
		Activity 1.1.1.3 Share best practices on climate vulnerability assessment and local adaptation plans, including those done in the KAZA and MAZA TFCAs.				Facilitate: SADC
		Activity 1.1.1.4 Support the implementation and mainstreaming of the SADC Climate Change Strategy and Action Plan in TFCAs				Advocate: SADC Implement: MS / TFCAs
		Activity 1.1.1.5 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
Output 1.1.2 Planning, development and establishment of ecological corridors and wildlife dispersal areas supported to ensure connectivity and ecosystems health		Activity 1.1.2.1 Design and implement a Learning, Knowledge Sharing and Exchange Programme to share experiences and best practices on the planning, development and establishment of ecological corridors and wildlife dispersal areas in TFCAs.				Implement: SADC Advocate: TFCA/MS
		Activity 1.1.2.2 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 monitor ecological corridors and wildlife dispersal areas 				Facilitate: MS Implement: TFCAs
		Activity 1.1.2.3 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 				Implement: SADC Advocate: TFCAs / MS

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
		<ul style="list-style-type: none"> Monitor, evaluate and report on the implementation of the Convention 				
		Activity 1.1.2.4 Develop transboundary species management plans for the management, and monitoring and research of key terrestrial and marine species				Advocate: SADC Implement: TFCAs / MS
		Activity 1.1.2.5 Develop a SADC Wildlife Translocation Toolbox 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 wildlife management and address potential complexities in the following fields relevant to both animals and communities’ livelihoods: <ul style="list-style-type: none"> Biological and ecological considerations Socio-economic considerations Legislative and regulatory policies Ethical considerations 				Advocate: SADC Implement: TFCAs / MS
Outcome 1.2 Transboundary coordination within SADC TFCAs leads effective ecosystem services, including habitat and species management	Output 1.2.1 An integrated approach to freshwater biodiversity supported by the SADC TFCA Programme, and implemented by TFCAs	Activity 1.2.1.1 Promote and formalise the relationship between River Basin Organisations (RBOs) and TFCAs through the signing of MoUs				
		Activity 1.2.1.2 Develop integrated freshwater resource management strategies for terrestrial TFCAs				Facilitate: MS Implement: TFCAs
		Activity 1.2.1.3 Ensure that a wholescape approach underpins transboundary water strategies, projects, including the use of nature-based solutions, and monitoring programmes				Facilitate: MS Implement: TFCAs
		Activity 1.2.1.4 Implement a systematic / systemic approach to basin-level biodiversity baseline / eco-inventories (current approached fragmented)				Advocate: SADC Implement: MS / TFCAs
		Activity 1.2.1.5 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 (e.g., floods, droughts, etc.) 				Facilitate: SADC Implement: TFCAs

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	Output 1.2.2 An integrated approach to coastal and marine biodiversity supported by the SADC TFCA programme and implemented by TFCAs.	Activity 1.2.2.1 SADC to support Coastal and Island Member States with the establishment of more marine and coastal TFCAs, in addition to Lubombo TFCA, through raising awareness about the importance of coastal and marine TFCAs, 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.				Advocate: SADC Implement: MS
		Activity 1.2.2.2 Build capacity about marine and coastal TFCAs at the regional level through 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				Facilitate: SADC Implement: MS
		Activity 1.2.2.3 Raise awareness about marine and coastal TFCAs at the national level through the establishment of inter-departmental forums for TFCA development on a MS level				Advocate: SADC Implement: MS
		Activity 1.2.2.4 Raise awareness about marine and coastal TFCAs at the national level through the establishment of multi-stakeholder forums in TFCAs on a landscape level				Advocate: SADC Implement: TFCA
		Activity 1.2.2.5 Support and strengthen engagement and collaboration of MS in the Ponta do Ouro – Kosi Bay component of the Lubombo TFCA through joint operational plans, scientific research, and monitoring				Advocate: SADC Facilitate: MS Implement: TFCA
	Output 1.2.3 Illegal Wildlife Trade (IWT) and poaching activities reduced through improved enforcement, awareness, and diversifying livelihoods	Activity 1.2.3.1 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 Standard Operating Procedures (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) 				Implement: SADC Facilitate: TFCAs / MS
		Activity 1.2.3.2 Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP strategy 2022-32 and sub activities				Implement: SADC Facilitate: TFCAs / MS
		Activity 1.2.3.3 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 SECTORS

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 2.1 Opportunities in the Green and Blue Economies and Sectors contribute to diverse livelihoods for people living in and around TFCAs.	Output 2.1.1 An enabling trade environment is established, and market linkages created for people living in and around TFCAs are unlocked	Activity 2.1.1.1 Undertake a rapid livelihood assessment in all TFCAs that have no livelihood strategy or plan or assessment 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 inclusive of women and youth employment Challenges experienced Detail the market opportunities available or future opportunities to be created in TFCAs and on periphery of TFCAs e.g., buffer zones or corridors List all income generating projects that are nature positive per sector such as agriculture; fisheries; forestry; tourism; hunting; game meat; taxidermy; and other sectors Detail market opportunities for women and youth and capacitate them accordingly. An example could be to upskill youth to become professional hunters, game meat processors, beekeepers, small scale farmers etc. Determine what are the trends and current priorities that would enhance livelihoods based on viable projects and 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 What nature-based products could be developed and sold e.g., in TFCAs, lodges, retail sector or exported etc.; which projects could be implemented on grassroot level to create jobs and enhance rural development Provide implementation support to ensure that viable micro and small enterprises are created Once capacitated, behavioural change may be evident e.g., TFCAs will be protected by communities as they recognise the value that could derive from the landscape 				Advocate: SADC Facilitate: MS Implement: TFCA
		Activity 2.1.1.2 Undertake an analysis per TFCA (where not yet done) 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 				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"> Compliance related costs Infrastructure available (example: community border posts) Logistics services available to ease trade Simplified and harmonised trade recommendations and procedures for each TFCA to reduce transaction costs, to ease trade and to ensure increased trade flows 				
	Output 2.1.1 Policy frameworks and strategies of TFCAs are aligned to community needs, and these are integrated with Regional Poverty Alleviation Strategies, Livelihood Strategies, Programmes and Plans	Activity 2.1.2.1 Using 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 <ul style="list-style-type: none"> Align governance, planning, decision-making and implementation related matters of TFCAs to strategies, programmes and plans To host at least one meeting per year annum, and share progress and information and assess alignment against RISDP, LEAP Strategy, Tourism Strategy, Biodiversity Strategy etc. 				Implement: SADC
		Activity 2.1.2.2 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				Advocate: SADC Implement: TFCA
	Output 2.1.3 A CBNRM Community of Practice is established and supported	Activity 2.1.3.1 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
		Activity 2.1.3.2 Develop mechanisms to facilitate integration of indigenous knowledge and cultural systems. Typical activities could include but would not be limited to museums, storytelling, walls with posters depicting the history of 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 and Blue Economies is unlocked	Output 2.2.1 Inclusive value chains across priority sectors are identified and developed	Activity 2.2.1.1 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. <ul style="list-style-type: none"> 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 				Advocate: SADC Implement: TFCA

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	Output 2.2.2 Technical Assistance opportunities are identified and shared	Activity 2.2.2.1 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
		Activity 2.2.2.2 Provide professional and technical advisory and support services to complete these templates				Facilitate: SADC Implement: TFCA
Outcome 2.3 The Boundless Southern Africa Programme Officer and Tourism in TFCAs Working Group effectively coordinate the implementation of strategies outlined in Goal 3 of the SADC Tourism Programme	Output 2.3.1 TFCA Market Development Programme implemented across all TFCAs (Strategy 3.1 SADC Tourism Programme)	Activity 2.3.1.1 Support market ready TFCAs with implementing the SADC TFCA market development strategy (follow-up 3.1.1 SADC Tourism Programme)				Advocate: SADC Implement: TFCA / MS
		Activity 2.3.1.2 Expanding TFCA marketing drive (e.g., development of marketing tools, social media campaigns) (Strategy 3.1.2 SADC Tourism Programme)				Facilitate: SADC Implement: TFCA/MS
		Activity 2.3.1.3 Improve and expand marketing collateral (e.g., TFCA destination brochures) under the Boundless Southern Africa brand, including co-branding with individual TFCAs				Implement: SADC Facilitate: TFCA / MS
		Activity 2.3.1.4 Developing and promoting cross border routes and itineraries (Strategy 3.1.3 SADC Tourism Programme)				Facilitate: SADC Implement: TFCA / MS
		Activity 2.3.1.5 Boundless Southern Africa Unit (SADC FANR) to support TFCAs with hosting of media and tour operators on familiarisation trips to and between TFCAs				Facilitate: SADC Implement: TFCA / MS
		Activity 2.3.1.6 Supporting the development of events in TFCAs (Strategy 3.1.4 SADC Tourism Programme)				Facilitate: SADC Implement: TFCA / MS
		Activity 2.3.1.7 Promote and implement the SADC Toolkit on cross-border tourism products in TFCAs (Strategy 3.2.2 SADC Tourism Programme)				Facilitate: SADC Implement: TFCA / MS
	Output 2.3.2 TFCA Tourism Investment Programme implemented in a strategic and cost-effective manner (Goal 3.2 SADC Tourism Programme)	Activity 2.3.2.1 Develop an investment strategy and action plan covering all TFCAs. Activity derived from the TFCA Tourism Market Development Strategy				Implement: SADC, TFCA / MS
		Activity 2.3.2.2 Execute a 5-year TFCA investment action plan				Implement: SADC / MS /TFCA
		Activity 2.3.2.3 Promoting and implementing the SADC TFCA Tourism Concession Guideline (Strategy 3.2.2 SADC Tourism Programme)				Implement: SADC
Output 2.3.3 Rural Economic Inclusion	Activity 2.3.3.1 Commission a study to determine future travel trends post COVID-19 and how this informs the creation of tourism market development				Implement: SADC	

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	Programme opportunities in tourism value chains are identified and unlocked (Goal 3.3 SADC Tourism Programme)	opportunities for increased rural economic inclusion opportunities in SADC TFCAs				
		Activity 2.3.3.2 Develop and implement a SMME business development strategy and action plan for TFCAs to maximise local linkages, based on the study commissioned above (Strategy 3.4 SADC TFCA market development strategy)				Implement: SADC
		Activity 2.3.3.3 Execute strategy and action plan at TFCA level, in association with BSA, ICPs, NGOs and other relevant partners (Strategy 3.5 SADC TFCA market development strategy)				
		Activity 2.3.3.4 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 The vulnerability of communities living in and around TFCAs is reduced, through the mitigation of threats and risks.	Output 2.4.1 Human Wildlife Conflict is mitigated through implementing evidence-based approaches to peaceful coexistence within TFCAs	Activity 2.4.1.1 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
		Activity 2.4.1.2 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
		Activity 2.4.1.3 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
		Activity 2.4.1.4 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
		Activity 2.4.1.5 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
		Activity 2.4.1.6 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
		Activity 2.4.1.7 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
		Activity 2.4.1.8 Support a One-Health Approach to integrated conservation and rural development in TFCAs				Facilitate: SADC/ MS/TFCA

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	Output 2.4.2 Food security is strengthened through climate smart and conservation compatible agriculture, agroforestry, wildlife, and fisheries	Activity 2.4.2.1 Work with partners to improve pathways for communities to access water and related infrastructure				Advocate: SADC Facilitate: MS Implement: TFCA
		Activity 2.4.2.2 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
		Activity 2.4.2.3 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
	Output 2.4.3 Disaster Risk Reduction programmes are implemented	Activity 2.4.3.1 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
		Activity 2.4.3.2 Promote and support MS to plan, design and implement joint early-warning systems and mitigation/response plans to natural disasters				Advocate: SADC Facilitate: TFCA/MS Implement: TFCA

4.5 GOAL 3 STRENGTHENED GOVERNANCE, MULTI-SECTOR PARTNERSHIPS AND REGIONAL INTEGRATION

Outcome	Output	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	Output 3.1.1 The establishment and development of TFCAs integrated into the Protocol on Wildlife Conservation and Law Enforcement	Activity 3.1.1.1 Integrate SADC TFCA Programme and legal analysis conducted as part of the Situation Analysis Report, into the process and assessment to review the SADC Protocol on Wildlife Conservation and Law Enforcement				Facilitate and Implement: SADC
		Activity 3.1.2.1 Establish Stakeholder Engagement and Communications CoP with TFCAs, Member States and key partners				Implement: SADC Facilitate MS/TFCA
	Output 3.1.2 Awareness about TFCAs at the national and regional levels raised through advocacy and improved communication	Activity 3.1.2.1 Develop and implement a Stakeholder Engagement and Communications Plan to support the implementation of the TFCA Programme in close collaboration with the Stakeholder Engagement and Communications as well as TFCA Investment CoP				Facilitate and Implement: SADC
		Activity 3.1.2.3 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 etc.				Facilitate and Implement: SADC

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	Output 3.1.3 Establishment and development of TFCAs integrated into national legislation of Member States	Activity 3.1.3.1 Integrate the establishment and development of TFCAs into the national legislation				Facilitate and Implement: MS
		Activity 3.1.4.1 Establish working relations with key sectors in TFCA establishment through cross-sectoral round-table discussions and joint activities with SADC Directorates other than FANR				Facilitate: SADC Implement: MS
	Output 3.1.4 Working relations with key sectors active in TFCA landscapes and seascapes established	Activity 3.1.4.2 Establish working relations with key sectors in TFCA establishment through 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				Facilitate: SADC Implement: MS
		Activity 3.1.4.3 Promote the inclusion of other sectors into TFCA governance structures and/or working groups to ensure cross-sectoral dialogue				Facilitate: SADC Implement: MS/TFCA Advocate: SADC
	Output 3.1.5 Mechanisms for cross-sectoral coordination and engagement upscaled	Activity 3.1.5.1 Develop and implement joint management plans and integrated development plans in TFCAs to ensure sustainable management of shared resources				Facilitate: SADC / MS Implement: TFCAs
		Activity 3.1.5.2 Based on the stakeholder engagements processes underpinning the development of joint management plans and integrated development plans, identify and engage key cross-sectoral stakeholders.				Advocate: SADC Facilitate: SADC / MS Implement: TFCAs
		Activity 3.1.5.3 Raise awareness about TFCAs at the national and regional levels through a cross-sectoral roundtable discussion event linked to the bi-annual Committee of Ministers responsible for Environment, Natural Resource and Tourism meeting. Key themes could include transboundary natural resource management, wildlife economy, natural capital and nature-based solutions, regional socio-economic development, improved land, and air access, etc				Advocate: SADC / MS Facilitate: SADC / MS / TFCAs Implement: SADC / MS / TFCAs
		Activity 3.1.5.4 Establish multi-stakeholder forums in TFCAs on a landscape level				Implement: TFCA
		Activity 3.1.5.5 Raise awareness about TFCAs at the national levels through the establishment of inter-departmental forums for TFCA development on a MS level				Implement: MS
		Activity 3.1.5.6 Support peer to peer learning and exchanges between TFCAs that have established multi-stakeholder forums through 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				Advocate: SADC / MS Facilitate: SADC / MS / TFCAs Implement: SADC / MS / TFCAs

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 3.2 Improved coordination, management, and implementation of TFCAs	Output 3.2.1 Strengthening of TFCA coordination and governance structures	Activity 3.2.1.1 Assessment of TFCA coordination arrangements and funding models to advise TFCAs on most suitable coordination arrangement for their local context				Implement: SADC Facilitate: TFCAs/MS
		Activity 3.2.1.2 TFCAs to establish one or a combination of the following TFCA coordination arrangements to ensure improved planning, implementation, and transboundary collaboration: <ul style="list-style-type: none">• Appointment of an International Coordinator• Establishment of a Secretariat• Designation of Coordinating Country on a rotational basis				Advocate: SADC Implement: TFCAs / MS
		Activity 3.2.1.3 Establishment and operationalisation of joint TFCA management structures on the ground to facilitate the implementation of joint programmes and initiatives				Advocate: SADC Implement: TFCAs / MS
		Activity 3.2.1.4 Establishment and operationalisation of national coordination structures that facilitate TFCA implementation and management				Advocate: SADC Facilitate: TFCA Implement: MS
	Output 3.2.2 Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs	Activity 3.2.2.1 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.				Advocate: SADC Implement: TFCAs / MS
		Activity 3.2.2.2 Support the sharing of lessons learned with the development and implementation of effective multi-stakeholder governance platforms on a MS and TFCA level				Facilitate: MS Implement: SADC / TFCAs
Outcome 3.3 Improved harmonisation of policy and legal frameworks for TFCA management	Output 3.3.1 Identification of focus areas for policy and legal harmonisation in support of the implementation of the TFCA Programme	Activity 3.3.1.1 Based on the Situational Analysis Report, identify key thematic focus areas and interventions to support policy and legal harmonisation on both a regional and TFCA level				Facilitate: MS Implement: SADC / TFCA
Outcome 3.4 The stakeholder engagement strategy facilitates widespread ownership and engagement by key role players beyond the	Output 3.4.1 Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs	Activity 3.4.1.1 Support the further development of the TFCA Network and Communities of Practice				Facilitate and Implement: SADC
		Activity 3.4.1.2 Support the development of additional CoPs, including for Sustainable Financing; Livelihoods and Capacity Building; Integrated Planning, Management, and Integrated Governance				Facilitate and Implement: SADC
		Activity 3.4.1.3 Ensure long-term sustainability of TFCA Network and Communities of Practice				Facilitate and Implement: SADC

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
conservation and livelihoods sectors, through multi stakeholder dialogue and strategic outreach		Activity 3.4.1.4 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	Output 4.1.1 TFCA Investment Community of Practice established and supported	Activity 4.1.1.1 Develop and approve a TOR for TFCA Investment CoP, and establish the CoP				Implement: SADC
		Activity 4.1.1.2 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
		Activity 4.1.1.3 Coordinate an updated profile of donor and partner projects and investments in TFCAs on the TFCA portal				Facilitate: SADC Implement: MS/TFCA
		Activity 4.1.1.4 Establish a TFCA Donor and Investor Platform and host regular events, dialogues, and engagements				Facilitate: SADC Implement: MS
	Output 4.1.2 Technical capacity for proposal and business plan development provided	Activity 4.1.2.1 Develop a Train the Trainer approach to build capacity for proposal and business plan development, considering Member State specific requirements, where necessary				Implement: SADC
		Activity 4.1.2.2 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
		Activity 4.1.2.3 Identify and disseminate calls for proposals and business plan development opportunities regularly through the SADC TFCA Network				Facilitate: SADC/MS/TFCA
		Activity 4.1.2.4 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
	Output 4.1.3 Information is disseminated on the financing of small, micro,	Activity 4.1.3.1 Develop an overview of financing and technical support currently provided to SMMEs across TFCA landscapes, indicating type of support, how it can be accessed and under what terms, if grant or loan				Facilitate: SADC MS/TFCA Implement: MS/TFCA

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
	and medium sized enterprises (SMME) in TFCAs	Activity 4.1.3.2 Provide information on the compendium to stakeholders for further dissemination through livelihoods and other support programmes				Implement: MS/TFCA
	Output 4.1.4 Key target audience acknowledge the value of TFCAs	Activity 4.1.4.1 Develop a strategy and approach 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
		Activity 4.1.4.2 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
		Activity 4.1.4.3 Convene a workshop of relevant TFCA practitioners to be trained on how to use tools for various target audiences.				Implement: SADC
		Activity 4.1.4.4 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 FF capacitated and capitalised		Output 4.2.1 Resource mobilisation plan developed and implemented	Activity 4.2.1.1 Develop a comprehensive and innovative multi-year plan to capitalise the FF			
		Activity 4.2.1.2 Undertake a series of strategic engagements with potential funding partners				Advocate and implement: SADC/MS/TFCA
	Output 4.2.2 Capacity of the Finance Facility to deliver on its mandate supported	Activity 4.2.2.1 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
	Output 4.2.3 Best practices on investment impact developed and disseminated	Activity 4.2.3.1 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
		Activity 4.2.3.2 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	Output 4.3.1 Landscape finance assessments developed, and corresponding strategies are undertaken,	Activity 4.3.1.1 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
		Activity 4.3.1.2 Commission landscape finance assessments and financing strategies in a cohort of pilot SADC TFCAs				Implement: SADC Facilitate: TFCAs

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
and private investments are undertaken	and awareness and skills of this technical service are established	Activity 4.3.1.3 Advocate for support to increase the number of landscape finance assessments financing strategies				Advocate: SADC
		Activity 4.3.1.4 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
	Output 4.3.2 Priority project pipeline by developing a matrix of what is desirable and what is feasible are established	Activity 4.3.2.1 Commission a series of technical assessment of priority infrastructure and other project pipelines in individual TFCAs and across multiple TFCAs, such as improving accessibility, improving livelihoods including water infrastructure and supporting infrastructure for green and blue economy projects. This assessment is to be based on landscape level plans or strategies, to ensure alignment and to ensure that new income streams will be unlocked				Implement: SADC
		Activity 4.3.2.2 Develop pre-feasibility and feasibility studies for priority investment projects in TFCAs, with the purpose of being able to target investors and non-donor funding through public-private-community partnerships				Implement: SADC
		Activity 4.3.3.1 Identify opportunities and modalities within the SADC Regional Development Fund and others as a funding conduit to TFCAs				Advocate: SADC
	Output 4.3.3 Development and scaling of suitable financial mechanisms and frameworks for investments into TFCAs are supported	Activity 4.3.3.2 Undertake 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
		Activity 4.3.3.3 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
		Activity 4.3.4.1 Set-up a TFCA Donor and Investment Forum under the SADC TFCA Network (linked to Activity 4.1.1.4)				Implement: SADC
	Output 4.3.4 Funders and the investor are reached through various investment promotion activities	Activity 4.3.4.2 Continuously update the donor project page under the SADC TFCA Portal				Implement: SADC
		Activity 4.3.4.3 Commission a mapping of the funder and the investment landscape for TFCAs				Implement: SADC
		Activity 4.3.4.4 Facilitate a series of funder and investor outreach activities, including regular events, dialogues, and engagements				SADC: Implement Facilitate: MS/TFCA

4.7 GOAL 5 ENHANCED SKILLS AND CAPACITY DEVELOPMENT AND IMPROVED KNOWLEDGE MANAGEMENT

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 5.1 The human capital development in TFCAs is built based on targeted and strategic approaches	Output 5.1.1 Skills Development and Capacity Building Community of Practice supported	Activity 5.1.1.1 Re-establish the Development and Capacity Building Community of Practice and recruit new members				Facilitate: SADC
		Activity 5.1.1.2 Develop and implement an annual programme of work				Implement: SADC
		Activity 5.1.1.3 Strengthen relationships and partnerships with training service providers and academic institutions				Advocate: SADC/MS/TFCA
		Activity 5.1.1.4 Advocate for internships and Work Integrated Learning opportunities				Advocate: SADC/MS/TFCA
		Activity 5.1.1.5 Ensure a database of training service providers is updated every three years through online data collection method available to TFCA practitioners and vice versa on the SADC TFCA Portal				Implement: SADC
		Activity 5.1.1.6 Identify opportunities for funding of skills development and capacity building and collaborate to access such opportunities				Facilitate: SADC Facilitate and Implement: MS/TFCA
	Output 5.1.2 Training programmes implemented based on updated and expanded cross-sectoral Training Needs Analysis (TNA)	Activity 5.1.2.1 Design a process to revise and expand the TNA across TFCAs and define a process to identify individuals/organisations/TFCA that need training and/or specific mentoring or other skills development, whilst ensuring that designated groups are prioritised in close collaboration with Capacity Building COP				Facilitate and implement: SADC
		Activity 5.1.2.2 Assist with matchmaking between training providers and individuals/organisations/TFCA that need specific training				Facilitate and implement: SADC
		Activity 5.1.2.3 Roll out existing training opportunities such as the Ranger Training Programme and others				Implement: SADC
	Output 5.1.3 Indigenous Knowledge practices are documented and strengthened	Activity 5.1.3.1 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				Advocate: SADC Implement and Facilitate: MS/TFCA
		Activity 5.1.3.2 Support regional community and Indigenous Knowledge exchange				Implement: SADC Facilitate: MS/TFCA
		Activity 5.1.3.3 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: MS/TFCA

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
Outcome 5.2 Joint research development contributes to evidence informed decision making and programmatic adaptation in TFCAs	Output 5.2.1 Undertake research needs analysis and scope what joint research frameworks are operational in TFCAs	Activity 5.2.1.1 Identify and document current joint research gaps/needs across TFCAs, including a focus on transdisciplinary research Identify ways of streamlining the registration and approval processes and protocols for joint research proposals in TFCAs				Implement: SADC/TFCA Facilitate: MS
		Activity 5.2.1.2 Document practices around research strategies of relevant organisations in TFCA landscapes, including how priority areas of research are identified				Advocate: SADC Implement: TFCA
		Activity 5.2.1.3 Identify and support research and professional development linkages across all disciplines for regionally based students				Advocate: SADC/MS/TFCA
	Output 5.2.2 Research strategies strengthen transdisciplinary collaboration and sharing between research and practice.	Activity 5.2.2.1 Ensure that the outcome of research supports implementation in transboundary landscapes and seascapes across SADC				Implement: SADC/TFCA Advocate: MS
		Output 5.2.3 Research and professional development opportunities are created for regionally based tertiary students through stronger partnerships with universities and more integrated research outreach.	Activity 5.2.3.1 Create research and professional development opportunities for regionally based tertiary students			
	Outcome 5.3 Knowledge Management, Monitoring and Continuous Improvement is supported in and across TFCAs	Output 5.3.1 Facilitate the processes for the formal establishment and operationalisation of TFCAs	Activity 5.3.1.1 Facilitate dialogue between Member States concerned with TFCA initiatives, especially Category C TFCAs, with the aim of getting them to move from Category C to B and / or A (initiate dialogue and signing of MoUs) and assist with the further planning and development of conceptual TFCAs			
Activity 5.3.1.2 Support the development and implementation of TFCA Knowledge Sharing and Learning Programme						Facilitate: SADC Implement: TFCA/MS
Output 5.3.2 Implement a MEL Framework to ensure evidence-based Adaptive Management		Activity 5.3.2.1 Establish a Community of Practice/Task Team to guide the piloting and implement of the SADC TFCAMEL Framework embedded in the SADC wide results-based M&E system				Facilitate: SADC

Outcome	Output	Activities	Yr 1-3	Yr 4-6	Yr 7-10	Role
		Activity 5.3.2.2 Develop an effective mechanism to measure and assess TFCA implementation and establishment, including reviewing current diagnostic and performance assessment tools				Facilitate: SADC
		Activity 5.3.2.3 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
		Activity 5.3.2.4 Ensure bi-annual reporting and effective communication to key stakeholders				Facilitate: SADC
		Activity 5.3.2.5 Ensure feedback to TFCAs and ensure evidence-based Adaptive Management				Facilitate: SADC



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/s, 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 reporting¹².

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 steps¹³:

1. Identifying and mapping key stakeholders and role players, including:
 - a. SADC
 - b. National/provincial government conservation agencies
 - c. Other relevant government agencies
 - d. Affected communities
 - e. Private land owners
 - f. NGOs and donor agencies.

¹² SADC (2015). SADC Guideline on the establishment and development of TFCA initiatives between SADC Member States

¹³ Ditto.

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 (e.g., Ministerial Committee, Joint Management Board and multi-stakeholder Management Committees or Task Groups).
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.
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 World Commission on Protected Areas proposes the following classification of transboundary conservation areas¹⁴:

- **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 2013 SADC TFCA Programme, 18 TFCAs were identified across terrestrial and marine environments (as per Table 6). 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 States¹⁵. 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 MOU. The MOUs in this scenario serve as instruments that facilitate negotiations of Treaties to formally establish the respective TFCAs upon being signed.

- **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.

Category	TFCA Name	Member States	Progress / Current State	Size of the TFCA
A <i>Established TFCAs with a legal mandate and established through a treaty or any other form of agreement recognised by the partner countries</i>	/Ais/Ais-Richtersveld Transfrontier Park	Namibia South Africa	Treaty signed: 1 August 2003	5,920km ²
	Chimanimani Transfrontier Conservation Area	Mozambique Zimbabwe	Agreement signed: 8 June 2001	3,021km ²
	Great Limpopo Transfrontier Park	Mozambique South Africa Zimbabwe	Treaty signed: 9 December 2002	37,572km ²
	Iona-Skeleton Coast Transfrontier Park	Angola Namibia	MoA signed: 3 May 2018	47,698km ²
	Kavango Zambezi Transfrontier Conservation Area	Angola Botswana Namibia Zambia Zimbabwe	Treaty signed: 18 August 2011	520,000km ²
	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
	Malawi-Zambia Transfrontier Conservation Area¹⁷	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
Niassa-Selous Ecosystem¹⁸	Mozambique Tanzania	Agreement signed: 2015	154,000km ²	

¹⁴ Ditto

¹⁵SADC TFCA Programme (2013)

¹⁷ MMalawi-Zambia TFCA has signed a Treaty since 2013 and has moved up from Category B to A

¹⁸ Niassa-Selous Ecosystem had an Agreement signed in 2013, and has moved up from Category C to A

	TFCa Name	Member States	Progress / Current State	Size of the TFCa
B Emerging TFCAs <i>with signed MOU. The MOUs serve as instruments that facilitate negotiations towards the signing of treaties to formally establish the respective TFCAs</i>	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	36,000km ²

C Conceptual TFCAs <i>in the process of developing MOUs or proposed by some SADC Member States as potential TFCAs</i>	Kagera Transfrontier Conservation Area	Rwanda Tanzania Uganda	Conceptual TFCa	13,432km ²
	Liuwa Plains – Mussuma Transfrontier Conservation Area	Angola Zambia	Conceptual TFCa	16,289km ²
	Lower Zambezi-Mana Pools Transfrontier Conservation Area	Zambia Zimbabwe	Conceptual TFCa	17,745km ²
	Mnazi Bay – Quirimbas Transfrontier Marine Conservation Area	Mozambique Tanzania	Conceptual TFCa	8,150km ²
	Western Indian Ocean Transfrontier Marine Park	Comoros Kenya France Madagascar Mauritius Mozambique Seychelles Somalia South Africa Tanzania	Conceptual TFCa	Not defined
	ZIMOZA Transboundary Natural Resources Management	Mozambique Zambia Zimbabwe	Conceptual TFCa	29,859km ²

Table 2: List of TFCAs per Category (A, B and C) based on the 2013 SADC TFCa Programme

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, technical 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 Member States.
- **Category B – Proposed:** – TFCAs with signed **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 Member States have an official **intent** to establish a TFCa, but no binding Agreement or interim MOU is in place.

5.3 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 letters of intent. Member States are required to observe the following:

Category A and B:

- Member 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:

- Member 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 reporting¹⁹. 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 essential²⁰.

Category	TFCA Name	Member States	Progress / Current State	Size of the TFCA
A <i>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.</i>	/Ais/Ais-Richtersveld Transfrontier Park	Namibia South Africa	Treaty signed: 1 August 2003	5,920km ²
	Chimanimani Transfrontier Conservation Area	Mozambique Zimbabwe	Agreement signed: 8 June 2001	3,021km ²
	Great Limpopo Transfrontier Park	Mozambique South Africa Zimbabwe	Treaty signed: 9 December 2002	37,572km ²
	Iona-Skeleton Coast Transfrontier Park	Angola Namibia	MoA signed: 3 May 2018	47,698km ²
	Kavango Zambezi Transfrontier Conservation Area	Angola Botswana Namibia Zambia Zimbabwe	Treaty signed: 18 August 2011	520,000km ²
	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
	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 with legal force: 11 June 2001	14,740km ²
	Niassa-Selous Ecosystem¹⁸	Mozambique Tanzania	Agreement signed: 2015	154,000km ²

¹⁹ <https://www.conservationgateway.org/externallinks/pages/mett-management-effective.aspx>

²⁰ K. Zunckel (2014). SADC TFCA Guidelines: The establishment and development of TFCA initiatives between SADC Member States

	TFCA Name	Member States	Progress / Current State	Size of the TFCA
B <i>Proposed TFCAs with signed MOU and with a description of the proposed location. The MOUs provides for an interim arrangement that facilitates negotiations towards the signing of a binding Agreement to formally establish the respective TFCA</i>	Greater Mapungubwe Transfrontier Conservation Area	Botswana South Africa Zimbabwe	MOU signed: 22 June 2006	5,910km ²
	Lower Zambezi-Mana Pools TFCA	Zambia Zimbabwe	MOU signed: 26 May 2023	18,515km ²
C <i>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.</i>	*Conceptual TFCAs will be added once a signed letter of intent has been submitted to SADC Secretariat			

Table 3: List of TFCAs per Category (A, B and C) based on the revised SADC TFCA Programme – status March 2023



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 RISDP around 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.

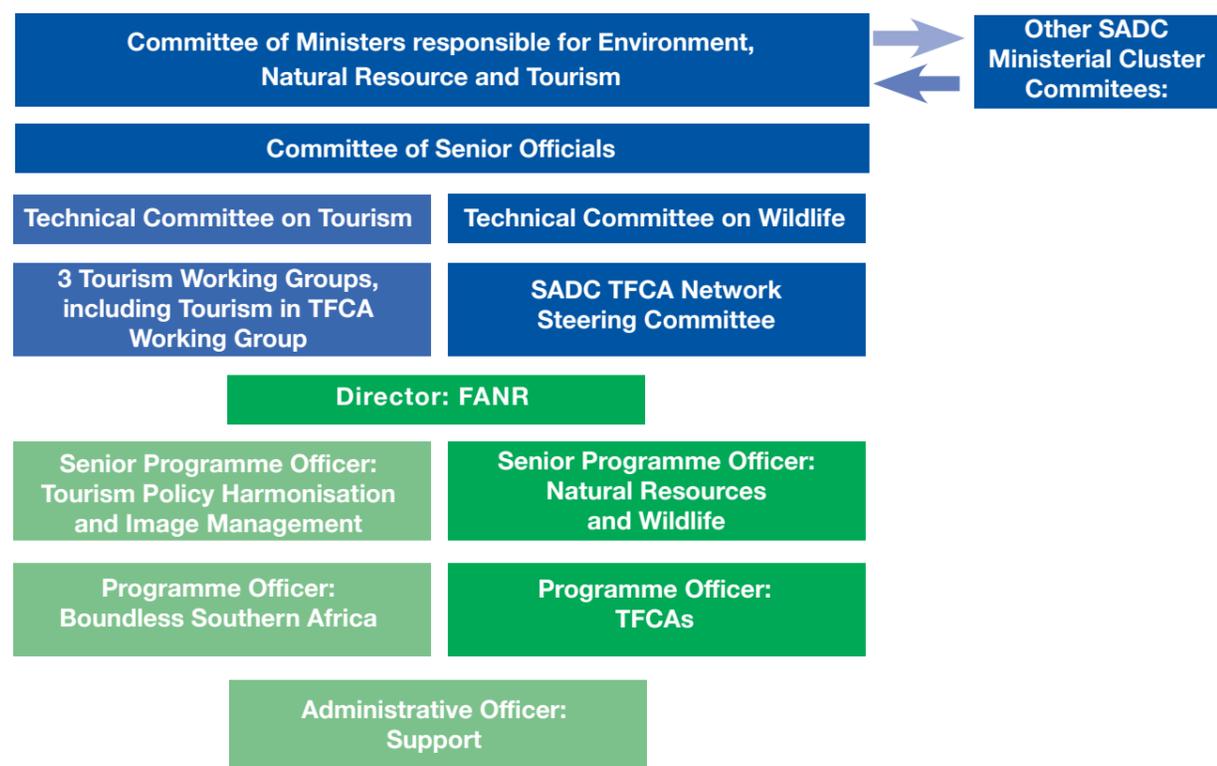


Figure 19: Institutional Structure of the SADC TFCA Programme

6.2 STAKEHOLDER ROLES

6.2.1 SADC Secretariat

The 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 is also responsible for 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 services.

The FANR 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 report within this Directorate.

Tourism-related activities for TFCAs are implemented through the SADC Tourism Programme. This Programme reports under the auspices 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 remain 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 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 related 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 serve on 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 on an annual basis. TFCA International Coordinators and Secretariat will be invited as observers.

6.2.5 Indigenous People and Local Communities

Indigenous People and Local Communities are recognised as important custodians of nature in TFCA landscapes. This programme builds on an established foundation of working in partnership with governments, civil society, and private actors to sustain their wisdom, traditions, scientific and traditional knowledge, and customary approaches. 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 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. The private sector will be engaged at the Member State, TFCA and regional level in various capacities. Forging stronger and more sustainable partnerships to ensure sustainable development with clearly defined conservation and socio-economic outcomes is envisaged.

6.2.8 Academia

The academic community plays an important role in undertaking research on a wide range of sectoral and multi-sectoral aspects that relate to nature and people in landscapes. Existing and new relationships are envisaged to be created through active engagements designed within this programme. Outcomes to support the professional development of regionally-based students in their respective multi-disciplinary fields have been articulated.



7 Monitoring and Evaluation Principles and Processes

The SADC TFCA programmes' Monitoring, Evaluation and Learning (MEL) 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 consider both the progress made towards progress in implementation, as well as the level to which this implementation has resulted in progress towards the Programme's Strategic Objectives.

To achieve 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 MEL system of both other SADC institutions, TFCAs, and Member States; and
- As far as possible, the MEL 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.

7.1 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, and other complexity responsive evaluation designs that help the programme best understand the ways in which the programme 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 consider 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.

7.2 RESULTS CHAIN

The high-level results that will be prioritised for evaluation are detailed 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. Goal 1: Integrated and effective management of transboundary landscapes and seascapes.

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 1.1:** Integrated transboundary land and seascape planning applied in SADC TFCAs
- **Outcome 1.2:** Transboundary coordination within SADC TFCAs leads effective ecosystem services, including habitat and species management.

2. Goal 2: Improved well-being and livelihoods of people through agriculture, wildlife, fisheries, forestry, tourism, and other sectors.

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 2.1:** Opportunities in the Green and Blue Economies and Sectors contribute to diverse livelihoods for people living in and around TFCAs
- **Outcome 2.2:** Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green and Blue Economies is unlocked
- **Outcome 2.3:** The Boundless Southern Africa Programme Officer and Tourism in TFCAs Working Group effectively coordinate the implementation of strategies outlined in Goal 3 of the SADC Tourism Programme
- **Outcome 2.4:** The vulnerability of communities living in and around TFCAs is reduced, through the mitigation of threats and risks.

3. Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integration.

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 3.1:** Political will in support of the development of TFCAs is strengthened across all spheres
- **Outcome 3.2:** Improved coordination, management, and implementation of TFCAs
- **Outcome 3.3:** Improved harmonisation of policy and legal frameworks for TFCA management
- **Outcome 3.4:** The stakeholder engagement strategy facilitates widespread ownership and engagement by key role players beyond the conservation and livelihoods sectors, through multi stakeholder dialogue and strategic outreach.

4. Goal 4: Long-Term Sustainable Finance for TFCAs secured.

Key Objectives: Innovative and sustainable resource flows are identified, secured, and invested in core TFCA activities, programmes, and nature positive enterprises:

- **Outcome 4.1:** Capacity to secure sustainable finance for TFCAs developed
- **Outcome 4.2:** SADC TFCA Financing Facility (FF) capacitated and capitalised
- **Outcome 4.3:** TFCA project pipelines are developed and investment promotion for large public and private investments are undertaken.

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

Key Objectives: Improved organisational capacity and performance, knowledge management, and monitoring evaluation and learning to build a sustainable programme:

- **Outcome 5.1:** The human capital development in TFCAs is built based on targeted and strategic approaches
- **Outcome 5.2:** Joint research development contributes to evidence informed decision making and programmatic adaptation in TFCAs
- **Outcome 5.3:** Knowledge Management, Monitoring and Continuous Improvement is supported in and across TFCAs.

7.3 M&E PROCESSES

The 2013 SADC TFCA programme was complemented by a M&E framework that is currently in pilot phase. 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 detail 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-based decision making, and which indicators aren't as much of a priority for key decisions.

The steps to develop the MEL framework of the current programme are depicted in the diagramme 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 20: MEL processes and procedures

Indicators will be limited to a small number of key performance areas that are able to highlight both process progress, which will be translated into results. These indicators will triangulate process data, around monitoring programmatic implementation, with evaluative practices, 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.



1 Costed Action Plan

2023-2033 SADC TFCA Programme

1.1 OVERVIEW

This 2023 to 2033 SADC TFCA Programme's Costed Action Plan (CAP) provides a detailed breakdown of activities per outcome and output complemented by its associated estimated cost(s) to provide financial resources to implement the programme over the next ten (10) years. Activities contained herein, is to ensure implementation of the programme from a SADC Secretariat perspective. This CAP therefore only contains values against activities to be implemented by the SADC Secretariat, and not those which are the responsibility of Member States or TFCAs.

1.2 IMPLEMENTATION OF THE SADC TFCA PROGRAMME

The implementation of the SADC TFCA Programme will be undertaken at three distinct levels:

1. The Regional level through the SADC Secretariat.
2. The Member State level through individual Member States and their respective Public Sector institutional structures and agencies (where applicable).
3. The TFCA level through their formally established multi-country joint governance and operational structures.

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

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

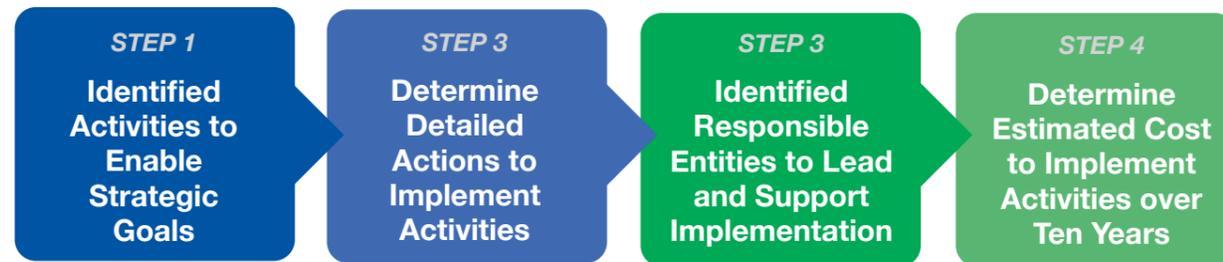
1. **Advocacy:** to publicly support or suggest the initiative, the action plan and / or to provide recommendations.
2. **Facilitate:** to help stakeholders with a process to reach an agreement or work towards a solution.
3. **Implementation:** to action and operationalise the implementation of the activity.

The ten (10) year period of the SADC TFCA Programme is divided into three implementation periods, which are as follows:

- **Years 1 to 3:** 2023 to 2026
- **Years 4 to 6:** 2027 to 2030
- **Years 7 to 10:** 2030 to 2033.

1.3 METHODOLOGY AND APPROACH

The following approach was followed during the developmental phase of the CAP and as graphically depicted below.



2 Summary of Investment Needed for Mandated and Recommended Actions for the SADC Secretariat

Given the five goals detailed in the revised programme, as well as the activities towards implementation, the total investment needed over the next ten years to ignite implementation, is summarised in the table below. The currency used is United States Dollar (US \$).

Summary of Goals	Years 1 to 3 US Dollars (\$)	Years 4 to 6 US Dollars (\$)	Years 7 to 10 US Dollars (\$)
Goal 1 Integrated and effective management of transboundary landscapes and seascapes	\$190,000	\$165,000	\$186,000
Goal 2 Improved well-being and livelihoods of people through agriculture, wildlife, fisheries, forestry, tourism and other sectors	\$541,000	\$598,000	\$794,000
Goal 3 Strengthened Governance, Multi-Sector Partnerships and Regional Integration	\$430,000	\$526,000	\$680,000
Goal 4 Long-Term Sustainable Finance for TFCAs secured	\$1,937,000	\$2,068,000	\$2,453,000
Goal 5 Enhanced skills and capacity development and improved knowledge management	\$275,000	\$262,000	\$348,000
Total Funding Need per Implementation Period (USD)	\$3,373,000	\$3,619,000	\$4,461,000
Total Funding Need from 2023-2033 (USD)			\$11,453,000

Each goal, output, activity, the SADC costing description, the implementer as well as in which period implementation will occur, follows in the sections overleaf.

Activities to be implemented by the **SADC Secretariat** are indicated in a light green, whilst those which are the responsibility of **Member States or TFCAs** are indicated in a light blue.

2.1 GOAL 1 INTEGRATED AND EFFECTIVE MANAGEMENT OF TRANSBOUNDARY LANDSCAPES AND SEASCAPES

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Outcome 1.1 Integrated transboundary land and seascape planning applied in SADC TFCAs						
Output 1.1.1 Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented	Activity 1.1.1.1 Based on the SADC Climate Change Strategy and Action Plan and SADC Disaster Preparedness and Response Strategy, TFCAs with high climate vulnerability to undertake TFCA level vulnerability assessments and local adaptation plans to guide implementation of adaptation and mitigation measures		Advocate: SADC Implement: MS / TFCAs			
	Activity 1.1.1.2 Improve the management of TFCAs through the implementation of climate change adaptation and mitigation strategies / disaster reduction plans in joint management, integrated development plans, protected area management plans, and nature-based solutions		Advocate: SADC Implement: MS / TFCAs			
	Activity 1.1.1.3 Share best practices on climate vulnerability assessment and local adaptation plans, including those done in the KAZA and MAZA TFCAs		Facilitate: SADC			
	Activity 1.1.1.4 Support the implementation and mainstreaming of the SADC Climate Change Strategy and Action Plan in TFCAs		Advocate: SADC Implement: MS/ TFCAs			
	Activity 1.1.1.5 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			
Output 1.1.2 Planning, development and establishment of ecological corridors and wildlife dispersal areas supported to ensure connectivity and ecosystems health	Activity 1.1.2.1 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. The Programme should include developing and implementing 3-year programme of work that includes a series of engagements such as webinars, seminars, learning,	Support the implementation of a peer-to-peer Learning, Knowledge Sharing and Exchange Programme every year with site visit to project sites	Implement: SADC Advocate: TFCA/MS	\$60,000	\$80,000	\$106,000

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	knowledge sharing and exchange events, and establishing and maintaining a platform for the enhancement of knowledge about corridors amongst TFCA managers and local communities	and on-site discussions: 20 participants per event				
	Activity 1.1.2.2 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 monitor ecological corridors and wildlife dispersal areas 		Facilitate: MS Implement: TFCAs			
	Activity 1.1.2.3 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 	Support the implementation of a strategy to assist MS to fully implement the UN Convention of Migratory Species	Implement: SADC Advocacy: TFCAs / MS	\$25,000		
	Activity 1.1.2.4 Develop transboundary species management plans for the management, and monitoring and research of key terrestrial and marine species		Advocate: SADC Implement: TFCAs / MS			
	Activity 1.1.2.5 Develop a SADC Wildlife Translocation Toolbox 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 wildlife management and address potential complexities in the following fields relevant to both	Develop toolbox and M&E component as part of TFCA M&E Framework; (ii) Annual reporting - Action carried out internally ¹	Implement: SADC Facilitate: MS / TFCAs		\$25,000	

¹ Action carried out internally by SADC Secretariat

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 – Yr 3	Yr 4 – Yr 6	Yr 7 – Yr 10
	animals and communities' livelihoods: <ul style="list-style-type: none"> Biological and ecological considerations Socio-economic considerations Legislative and regulatory policies Ethical considerations 					
Outcome 1.2 Transboundary coordination within SADC TFCAs leads effective ecosystem services, including habitat and species management						
Output 1.2.1 An integrated approach to freshwater biodiversity supported by the SADC TFCA Programme, and implemented by TFCAs	Activity 1.2.1.1 Promote and formalise the relationship between River Basin Organisations (RBOs) and TFCAs through the signing of Memorandum of Understanding (MoUs)		Facilitate: SADC Implement: MS/ TFCAs			
	Activity 1.2.1.2 Develop integrated freshwater resource management strategies for terrestrial TFCAs		Facilitate: MS Implement: TFCAs			
	Activity 1.2.1.3 Ensure that a wholescape approach underpins transboundary water strategies, projects, including the use of nature-based solutions, and monitoring programmes		Facilitate: MS Implement: TFCAs			
	Activity 1.2.1.4 Implement a systematic / systemic approach to basin-level biodiversity baseline / eco-inventories (current approached fragmented)		Advocate: SADC Implement: MS/ TFCAs			
	Activity 1.2.1.5 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			
Output 1.2.2 An integrated approach to coastal and marine biodiversity supported by the SADC TFCA programme and implemented by TFCAs	Activity 1.2.2.1 SADC to support Coastal and Island Member States with the establishment of more marine and coastal TFCAs, in addition to Lubombo TFCA, through raising awareness about the importance of coastal and marine TFCAs, 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		Advocate: SADC Implement: MS			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 – Yr 3	Yr 4 – Yr 6	Yr 7 – Yr 10
	Activity 1.2.2.2 Build capacity about marine and coastal TFCAs at the regional level through 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	Support the implementation of a capacity building programme including hosting online events (facilitating and communications), webinars, in-person events, etc. Also linked to Activity 5.5.1.1	Facilitate: SADC Implement: MS	\$45,000	\$60,000	\$80,000
	Activity 1.2.2.3 Raise awareness about marine and coastal TFCAs at the national level through the establishment of inter-departmental forums for TFCA development on a MS level		Advocate: SADC Implement: MS			
	Activity 1.2.2.4 Raise awareness about marine and coastal TFCAs at the national level through the establishment of multi-stakeholder forums in TFCAs on a landscape level		Advocate: SADC Implement: TFCA			
	Activity 1.2.2.5 Support and strengthen engagement and collaboration of MS in the Lubombo TFCA through joint operational plans, scientific research and monitoring		Advocacy: SADC MS: Facilitate TFCA: Implement			
Output 1.2.3 Illegal Wildlife Trade ("IWT") and poaching activities reduced through improved enforcement, awareness, and diversifying livelihoods	Activity 1.2.3.1 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) 	Linked to Activity 1.6 SADC LEAP Strategy	Implement: SADC Facilitate: TFCA/ MS	\$25,000		
	Activity 1.2.3.2 Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP strategy 2022-32 and sub activities (activity 1.6 SADC LEAP Strategy)	Support the implementation of the SADC LEAP Strategy in TFCAs. Linked to Activity 1.6 SADC LEAP Strategy	Implement: SADC Facilitate: TFCA/ MS	\$35,000		

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	Activity 1.2.3.3 Coordinate and implement joint cross-border law enforcement, and ensure effective anti-poaching measures in TFCAs		Implement: TFCAs / MS			
Total Funding Need for <i>Goal 4</i> per Implementation Period (USD)				\$190,000	\$165,000	\$186,000
Total Funding Need for <i>Goal 4</i> from 2023-2033 (USD)				\$541,000		

2.2 GOAL 2 IMPROVED WELL-BEING AND LIVELIHOODS OF PEOPLE THROUGH AGRICULTURE, WILDLIFE, FISHERIES, FORESTRY, TOURISM AND OTHER SECTORS

Outcome 2.1 Opportunities in the Green and Blue Economies and Sectors contribute to diverse livelihoods for people living in and around TFCAs

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Output 2.1.1 An enabling trade environment is established and market linkages created for Indigenous Peoples and Local Communities living in and around TFCAs	Activity 2.1.1.1 Undertake a rapid livelihood assessment in all TFCAs that have no livelihood strategy or plan or assessment 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 inclusive of women and youth employment Challenges experienced Detail the market opportunities available or future opportunities to be created in TFCAs and on periphery of TFCAs e.g. buffer zones or corridors List all income generating projects that are nature positive per sector such as agriculture; fisheries; forestry; tourism; hunting, game meat, taxidermy and other sectors Detail market opportunities for women and youth and capacitate them accordingly. An example could be to upskill youth to become professional hunters, game meat processors, beekeepers, small scale farmers etc. Determine what are the trends and current priorities that would enhance livelihoods based on viable projects and experiences (what worked or did not work) Develop a community profile report with clear recommendations of interventions, trends, challenges, market opportunities and income 		Advocate: SADC Facilitate: MS Implement: TFCA			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	generating projects per TFCA <ul style="list-style-type: none"> What nature-based products could be developed and sold in e.g. TFCAs, lodges, retail sector or exported, which projects could be implemented on grassroot level to create jobs and enhance rural development Provide implementation support to ensure that viable micro and small enterprises are created Once capacitated, behavioural change will be evident e.g. TFCAs will be protected by communities as they recognise the value that could derive from the landscape 					
	Activity 2.1.1.2 Undertake an analysis per TFCA (where not yet undertaken) 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 Simplified and harmonised trade recommendations and procedures for each TFCA to reduce transaction costs, to ease trade and to ensure increased trade flows 		Advocate: SADC Facilitate: MS Implement: TFCA			
Output 2.1.2 Policy frameworks and strategies of TFCAs are aligned to community needs, and these are integrated with Regional Poverty	Activity 2.1.2.1 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 <ul style="list-style-type: none"> Align governance, planning, decision-making and implementation related matters of TFCAs to 	Information collation, dissemination through various channels, workshops and meetings	Implement: SADC Facilitate: SADC Implement: MS	\$20,000	\$26,000	\$35,000

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Alleviation Strategies, Livelihood Strategies, Programmes and Plans	strategies, programmes and plans <ul style="list-style-type: none"> To host at least one meeting per year annum, and share progress and information and assess alignment against RISDP, LEAP Strategy, Tourism Strategy, Biodiversity Strategy etc. 					
	Activity 2.1.2.2 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		Advocate: SADC Implement: TFCA			
Output 2.1.3 A CBNRM Community of Practice is established and supported	Activity 2.1.3.1 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 CBNRM COP by organising learning exchanges and meetings / webinars, events and CoP meeting: USD20k/year	Facilitate: SADC Implement: TFCA	\$60,000	\$80,000	\$105,000
	Activity 2.1.3.2 Develop mechanisms to facilitate integration of indigenous knowledge and cultural systems. Typical activities could include but would not be limited to museums, storytelling, walls with posters depicting the history of the TFCA and the community, at central TFCA tourism attractions that provide the rich history of IPLCs etc		Advocate: SADC Implement: TFCA			
Outcome 2.2 Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green and Blue Economies is unlocked						
Output 2.2.1 Inclusive value chains across priority sectors are identified and developed	Activity 2.2.1.1 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. <ul style="list-style-type: none"> 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 		Advocate: SADC Implement: TFCA			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Output 2.2.2 Technical Assistance and Opportunities are identified and shared	Activity 2.2.2.1 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	Linked to Goal 4.1.2	Facilitate: SADC Implement: TFCA			
	Activity 2.2.2.2 Provide professional and technical advisory and support services to complete these templates	Linked to Goal 4.1.2	Facilitate: SADC Implement: TFCA			
Outcome 2.3 The Boundless Southern Africa Programme Officer and Tourism in TFCAs Working Group effectively coordinate the implementation of strategies outlined in Goal 3 of the SADC Tourism Programme						
Output 2.3.1 TFCA Market Development Programme implemented across all TFCAs (Strategy 3.1 SADC Tourism Programme)	Activity 2.3.1.1 Support market ready TFCAs with implementing the SADC TFCA market development strategy (follow-up 3.1.1 SADC Tourism Programme)		Advocate: SADC Implement: TFCA/ MS	\$50,000	\$66,000	\$88,000
	Activity 2.3.1.2 Expanding TFCA marketing drive (e.g. development of marketing tools, social media campaigns). (Strategy 3.1.2 SADC Tourism Programme)		Facilitate: SADC Implement: TFCA/ MS			
	Activity 2.3.1.3 Improve and expand marketing collateral (e.g. TFCA destination brochures) under the Boundless Southern Africa brand, including co-branding with individual TFCAs	Commission Destination Brochures for 6 TFCAs at \$15,000 per brochure, 2 per implementing period (additional and complementary activity under Goal 3 of SADC Tourism Programme)	Implement: SADC Facilitate: TFCA/MS	\$30,000	\$40,000	\$53,000
	Activity 2.3.1.4 Developing and promoting cross border routes and itineraries (Strategy 3.1.3 SADC Tourism Programme)		Facilitate: SADC Implement: TFCA/ MS			
	Activity 2.3.1.5 Boundless Southern Africa Unit (SADC FANR) to support TFCAs with hosting of media and tour operators on familiarisation trips to and between TFCAs	Two media and/or tour operator familiarisation trips hosted per every 2 years, one focussing on international media at \$25,000 and	Facilitate: SADC Implement: TFCA/ MS	\$65,000	\$86,000	\$115,000

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
		one on regional and national media at \$15,000, profiling TFCAs on a rotational basis ¹ Identify investment projects in TFCAs, target investors and non-donor funding				
	Activity 2.3.1.6 Supporting the development of events in TFCAs (Strategy 3.1.4 SADC Tourism Programme)		Implement: SADC/TFCA/MS			
	Promote and implement the SADC Toolkit on cross-border tourism products in TFCAs (Strategy 3.2.2 SADC Tourism Programme)	Host 3 virtual-workshops or seminars per 3-year period on a rotational basis at \$1,000 per workshop		\$3,000	\$4,000	\$6,000
Output 2.3.2 TFCA Tourism Investment Programme implemented in a strategic and cost-effective manner (Goal 3.2 SADC Tourism Programme)	Activity 2.3.2.1 Develop an investment strategy and action plan covering all TFCAs. Activity derived from the TFCA Tourism Market Development Strategy	Consultancy to develop the strategy and action plan	Implement: SADC, TFCA/MS	\$20,000		
	Activity 2.3.2.2 Execute a 5-year TFCA investment action plan	Develop print and online collateral to support the investment action plan (\$10,000) and hold investment outreach events every two years	Implement: SADC, TFCA/MS	\$40,000	\$53,000	\$70,000
	Activity 2.3.2.3 Promoting and implementing the SADC TFCA Tourism Concession Guideline (Strategy 3.2.2 SADC Tourism Programme)	Host 3 virtual workshops or seminars per 3-year period on a rotational basis at \$1,000 per workshop	Implement: SADC	\$3,000	\$4,000	\$6,000
Output 2.3.3 Rural Economic Inclusion Programme opportunities in tourism value chains are identified and unlocked (Goal 3.3 SADC Tourism Programme)	Activity 2.3.3.1 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	Consultancy to determine future travel trends	Implement: SADC	\$20,000		
	Activity 2.3.3.2 Develop and implement a SMME business development strategy and action plan for TFCAs to maximise local linkages, based on the study commissioned above (Strategy 3.4 SADC TFCA market development strategy)	Consultancy to develop the strategy (\$20,000), and to implement the strategy (\$20,000 per term)	Implement: SADC	\$40,000	\$53,000	\$70,000

¹ Additional complimentary activity to Goal 3 of the SADC Tourism Programme

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	Activity 2.3.3.3 Execute strategy and action plan at TFCA level, in association with BSA, ICPs, NGOs and other relevant partners (Strategy 3.5 SADC TFCA market development strategy)		Advocate: SADC Implement: TFCA			
	Activity 2.3.3.4 Position community-based tourism initiatives in TFCAs favourably to capitalise on the growing demand of sustainable tourism products and experiences	Marketing support through strategic partnerships with 3 travel platforms such as booking.com and wetu.com at \$20,000 per partnership per year	Implement: SADC/MS/TFCA	\$60,000	\$80,000	\$106,000
Outcome 2.4 The vulnerability of communities living in and around TFCAs is reduced, through the mitigation of threats and risks						
Output 2.4.1 Human Wildlife Conflict is mitigated through implementing evidence-based approaches to peaceful coexistence within TFCAs	Activity 2.4.1.1 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	Three HWC Community of Practice workshops held with stakeholders at a cost of \$40,000 per workshop	Implement: SADC Facilitate: TFCA/MS	\$40,000	\$53,000	\$70,000
	Activity 2.4.1.2 Develop a toolkit and framework for the evidence-based and adaptive management of HWC in selected TFCAs with upscaling opportunities to other TFCAs	Develop the toolkit and framework	Implement: SADC Facilitate: TFCA/MS	\$50,000		
	Activity 2.4.1.3 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			
	Activity 2.4.1.4 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			
	Activity 2.4.1.5 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			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 – Yr 3	Yr 4 – Yr 6	Yr 7 – Yr 10
	Activity 2.4.1.6 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			
	Activity 2.4.1.7 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			
	Activity 2.4.1.8 Support a One-Health Approach to integrated conservation and rural development in TFCAs		Facilitate: SADC/ MS/ TFCA			
Output 2.4.2 Food security is strengthened through climate smart and conservation compatible agriculture, agroforestry and fisheries	Activity 2.4.2.1 Work with partners to improve pathways for communities to access water and related infrastructure	Cross linkage to output 1.1.1	Advocate: SADC Facilitate: MS Implement: TFCA			
	Activity 2.4.2.2 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			
	Activity 2.4.2.3 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			
Output 2.4.3 Disaster Risk Reduction programmes are implemented	Activity 2.4.3.1 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	\$40,000	\$53,000	\$70,000
	Activity 2.4.3.2 Promote and support MS to plan, design and implement joint early-warning systems and mitigation/response plans to natural disasters		Advocate: SADC Facilitate: TFCA/ MS Implement: TFCA			
Total Funding Need for Goal 2 per Implementation Period (USD)				\$541,000	\$598,000	\$794,000
Total Funding Need for Goal 2 from 2023-2033 (USD)				\$1,933,000		

2.3 GOAL 3 STRENGTHENED GOVERNANCE, MULTI-SECTOR PARTNERSHIPS AND REGIONAL INTEGRATION

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 – Yr 3	Yr 4 – Yr 6	Yr 7 – Yr 10
Outcome 3.1 Political will in support of the development of TFCAs is strengthened across all spheres						
Output 3.1.1 The establishment and development of TFCAs integrated into the Protocol on Wildlife Conservation and Law Enforcement	Activity 3.1.1.1 Integrate SADC TFCA Programme and legal analysis conducted as part of the Situation Analysis Report, into the process and assessment to review the SADC Protocol on Wildlife Conservation and Law Enforcement	In-house in collaboration with SADC TFCA Network Steering Committee	Facilitate and Implement: SADC			
Output 3.1.2 Awareness about TFCAs at the national and regional levels raised through advocacy and improved communication	Activity 3.1.2.1 Establish Stakeholder Engagement and Communications CoP with TFCAs, Member States and key partners		Implement: SADC Facilitate MS/TFCA			
	Activity 3.1.2.1 Develop and implement a Stakeholder Engagement and Communications Plan to support the implementation of the TFCA Programme in close collaboration with the Stakeholder Engagement and Communications as well as TFCA Investment CoP	Develop Stakeholder Engagement and Communications Plan	Implement: SADC Facilitate: MS/TFCA	\$15,000		
	Activity 3.1.2.2 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)	(i) Update SADC TFCA Portal, SADC website, TFCA websites – USD30,000; (ii) ongoing management – USD20,000/year	Facilitate and Implement: SADC	\$90,000	\$120,000	\$150,000
Output 3.1.3 Establishment and development of TFCAs integrated into national legislation of Member States	Activity 3.1.3.1 Integrate the establishment and development of TFCAs into the national legislation		Facilitate and Implement: MS			
Output 3.1.4 Working relations with key sectors in TFCA	Activity 3.1.4.1 Establish working relations with key sectors in TFCA establishment through cross-sectoral roundtable discussions and joint activities with SADC Directorates other than FANR	Linked to Activity 3.1.5.2	Facilitate and Implement: MS			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
landscapes and seascapes established	Activity 3.1.4.2 Establish working relations with key sectors in TFCA establishment through 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	Linked to Activity 3.1.5.2	Facilitate: SADC Implement: MS			
	Activity 3.1.4.3 Promote the inclusion of other sectors into TFCA governance structures and/or working groups to ensure cross-sectoral dialogue		Facilitate: SADC Implement: MS/TFCA			
Output 3.1.5 Mechanisms for cross-sectoral coordination and engagement upscaled	Activity 3.1.5.1 Develop and implement joint management plans and integrated development plans in TFCAs to ensure sustainable management of shared resources		Advocacy: SADC Facilitate: SADC / MS Implement: TFCAs			
	Activity 3.1.5.2 Based on the stakeholder engagements processes underpinning the development of joint management plans and integrated development plans, identify and engage key cross-sectoral stakeholders		Advocacy: SADC Facilitate: SADC / MS Implement: TFCAs			
	Activity 3.1.5.3 Raise awareness about TFCAs at the national and regional levels through a cross-sectoral roundtable discussion event linked to the bi-annual Committee of Ministers responsible for Environment, Natural Resource and Tourism meeting. Key themes could include transboundary natural resource management, wildlife economy, natural capital and nature-based solutions, regional socio-economic development, improved land and air access, etc	One event every 2 years linked to the bi-annual Committee of Ministers meeting	Advocacy: SADC / MS Facilitate: SADC / MS / TFCAs	\$20,000	\$26,000	\$35,000
	Activity 3.1.5.4 Establish multi-stakeholder forums in TFCAs on a landscape level		Implement: SADC / MS / TFCAs			
	Activity 3.1.5.5 Raise awareness about TFCAs at the national levels through the establishment of inter-departmental forums for TFCA development on a MS level		Implement: MS			
	Activity 3.1.5.6 Support peer to peer learning and exchanges between TFCAs that have established multi-stakeholder forums	Series of webinars, and an event linked to the Network	Advocacy: SADC / MS Facilitate: SADC / MS / TFCAs	\$60,000	\$80,000	\$106,000

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	through 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	Steering committee meeting (every 2 years)	Implement: SADC / MS / TFCAs			
Outcome 3.2 Improved coordination, management, and implementation of TFCAs						
Output 3.2.1 Strengthening of TFCA coordination and governance structures	Activity 3.2.1.1 Assessment of TFCA coordination arrangements and funding models to advise TFCAs on most suitable coordination arrangement for their local context	Consultancy to developed assessment and benchmarking study on TFCA coordination arrangements and funding models	Implement: SADC Facilitate: TFCAs/MS	\$20,000		
	Activity 3.2.1.2 TFCAs to establish one or a combination of the following TFCA coordination arrangements to ensure improved planning, implementation, and transboundary collaboration: <ul style="list-style-type: none"> Appointment of an International Coordinator Establishment of a Secretariat Designation of Coordinating Country on a rotational basis 		Advocacy: SADC Implement: TFCAs / MS			
	Activity 3.2.1.3 Establishment and operationalisation of joint TFCA management structures on the ground to facilitate the implementation of joint programmes and initiatives		Advocacy: SADC Implement: TFCAs / MS			
	Activity 3.2.1.4 Establishment and operationalisation of national coordination structures that facilitate TFCA implementation and management		Advocacy: SADC Facilitate: TFCA Implement: MS			
Output 3.2.2 Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs	Activity 3.2.2.1 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			
	Activity 3.2.2.2 Support the sharing of lessons learned with the development and implementation of effective multi-stakeholder governance platforms on a MS and TFCA level	Peer to peer learning or webinar exchange	Facilitate: MS Implement: SADC / TFCAs			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Outcome 3.4 The stakeholder engagement strategy facilitates widespread ownership and engagement by key role players beyond the conservation and livelihoods sectors, through multi stakeholder dialogue and strategic outreach						
Output 3.4.1 Further development of TFCA Network and Communities of Practice supported to improve communication and cooperation, build partnerships and networks, and enhance donor coordination	Activity 3.4.1.1 Support the further development of the TFCA Network and Communities of Practice	Webinars, Network and CoP meeting - USD20,000/year	Facilitate and Implement: SADC	\$60,000	\$80,000	\$106,000
	Activity 3.4.1.2 Support the development of additional CoPs, including for Sustainable Financing; Livelihoods and Capacity Building; Integrated Planning, Management and Integrated Governance	Linked to Activity 3.3.2.1	Facilitate and Implement: SADC	\$30,000	\$40,000	\$53,000
	Activity 3.4.1.3 Ensure long-term sustainability of TFCA Network and Communities of Practice	Linked to Activity 3.3.2.1, 3.3.2.3 and 3.3.2.6. Facilitate - Action carried out internally	Facilitate and Implement: SADC			
	Activity 3.4.1.4 Ensure continued engagement of a SADC TFCA Network coordinator	Salary and operational budget: USD45,000/year	Facilitate and Implement: SADC	\$135,000	\$180,000	\$230,000
Total Funding Need for Goal 3 per Implementation Period (USD)				\$430,000	\$526,000	\$680,000
Total Funding Need for Goal 3 from 2023-2033 (USD)				\$1,636,000		

2.4 GOAL 4 LONG-TERM SUSTAINABLE FINANCE FOR TFCAS SECURED

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Outcome 4.1 Capacity to secure sustainable finance for TFCAs developed						
Output 4.1.1 TFCA Investment Community of Practice established and supported	Activity 4.1.1.1 Develop and approve a Terms of Reference for TFCA Investment CoP, and establish the CoP	Facilitate - Action carried out internally ²	Implement: SADC			
	Activity 4.1.1.2 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	Costs associated with hosting awareness raising events at \$20,000 per year	Implement: SADC	\$60,000	\$80,000	\$106,000
	Activity 4.1.1.3 Coordinate an updated profile of donor and partner projects and investments in TFCAs on the TFCA portal	Facilitate - Action carried out internally ³	Facilitate: SADC Implement: MS/TFCA			
	Activity 4.1.1.4 Establish a TFCA Donor and Investor Platform and host regular events, dialogues and engagements	Activities related to facilitation of events, dialogues and engagements at \$20,000 per year	Facilitate: SADC Implement: MS	\$60,000	\$80,000	\$106,000
Output 4.1.2 Technical capacity for proposal and business plan development provided	Activity 4.1.2.1 Develop a Train the Trainer approach to build capacity for proposal and business plan development, considering Member State specific requirements, where necessary	Develop a cost-effective approach and supporting material to roll out this activity	Implement: SADC	\$30,000		
	Activity 4.1.2.2 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	\$30,000	\$40,000	\$53,000
	Activity 4.1.2.3 Identify and disseminate calls for proposals and business plan development opportunities regularly through the SADC TFCA Network		Facilitate: SADC/MS/TFCA			
	Activity 4.1.2.4 Develop a database of technical experts who have experience in developing proposals and business plans for the Investment in TFCAs CoP to draw on	Activity undertaken by members of the of the Investment COP	Facilitate: SADC/MS/TFCA			

² Action carried out internally by SADC Secretariat

³ Action carried out internally by SADC Secretariat

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Output 4.1.3 Information is disseminated on the financing of small, micro and medium sized enterprises (SMME) in TFCAs	Activity 4.1.3.1 Develop an overview of financing and technical support currently provided to SMME across TFCA landscapes, indicating type of support, how it can be accessed and under what terms, if grant or loan	Activity undertaken by members of the of the Investment COP	Facilitate: SADC/MS/TFCA			
	Activity 4.1.3.2 Provide information on the overview to stakeholders for further dissemination through livelihoods and other support programmes		Implement: MS/TFCA			
Output 4.1.4 Key target audience acknowledge the value of TFCAs	Activity 4.1.4.1 Develop a strategy and approach 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	Technical expertise commissioned to undertake a detailed target audience segmentation and identification of suitable outreach plans	Implement: SADC	\$40,000		
	Activity 4.1.4.2 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	Production costs for a range of effective communication tools	Implement: SADC	\$15,000	\$20,000	\$26,000
	Activity 4.1.4.3 Convene a workshop of relevant TFCA practitioners to be trained on how to use tools for various target audiences	In person workshop held every 3 years at a cost of \$30,000 per workshop	Implement SADC	\$30,000	\$40,000	\$53,000
	Activity 4.1.4.4 Prepare and implement a series of events and engagements with strategic partners aimed to demonstrate the value of TFCAs	1 event and 4 virtual engagements held per year, at a cost of \$10,000 per event and \$5,000 per engagement	Implement: SADC/MS/TFCA	\$20,000	\$26,000	\$35,000
Outcome 4.2 SADC TFCA Financing Facility (FF) capacitated and capitalised						
Output 4.2.1 Resource mobilisation plan developed and implemented	Activity 4.2.1.1 Develop a comprehensive and innovative multi-year plan to capitalise the FF	Facilitate - Action carried out internally by the SADC TFCA FF	Advocate and implement: SADC Activity undertaken by the SADC TFCA FF with existing resources			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	Activity 4.2.1.2 Undertake a series of strategic engagements with potential funding partners	Preparation for and undertaking strategic engagements at \$15,000 per event per year. Link to 4.1.4.3	Advocate and implement: SADC/MS/TFCA	\$15,000	\$20,000	\$26,000
Output 4.2.2 Capacity of the Finance Facility to deliver on its mandate supported	Activity 4.2.2.1 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	Annual operating costs of the SADC TFCA FF, based on current staffing, \$250,000 per year	Advocate and implement: SADC	\$750,000	\$750,000	\$1,000,000
Output 4.2.3 Best practices on investment impact developed and disseminated	Activity 4.2.3.1 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	5 case studies developed per year at cost of \$10,000 per set of 5	Advocate and implement: SADC	\$30,000	\$40,000	\$53,000
	Activity 4.2.3.2 Disseminate case studies and information profiles in line with the branding and communication guideline	Facilitate - Action carried out internally by the SADC TFCA FF	Advocate and implement: SADC			
Outcome 4.3 TFCA project pipelines are developed and investment promotion for large public and private investments are undertaken						
Output 4.3.1 Landscape finance assessments developed, and corresponding strategies are undertaken and awareness and skills of this technical service are established	Activity 4.3.1.1 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	Technical assistance to conduct a multi-year landscape finance accelerator	Implement: SADC	\$80,000		
	Activity 4.3.1.2 Commission landscape finance assessments and financing strategies in a cohort of pilot SADC TFCAs	Technical assistance to undertake the landscape finance assessments	Implement: SADC Facilitate: TFCAs	\$50,000	\$100,000	\$150,000
	Activity 4.3.1.3 Advocate for support to increase the number of landscape finance assessments financing strategies	Advocate - Action carried out internally	Advocate: SADC			
	Activity 4.3.1.4 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	Identifying and supporting the mentorship of mentees under this activity	Advocate: SADC/MS/TFCA		\$200,000	

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Output 4.3.2 Priority project pipeline by developing a matrix of what is desirable and what is feasible are established	Activity 4.3.2.1 Commission a series of technical assessment of priority infrastructure and other project pipelines in individual TF-CAs and across multiple TFCA, such as improving accessibility, improving livelihoods including water infrastructure and supporting infrastructure for green and blue economy projects. This assessment is to be based on landscape level plans or strategies, to ensure alignment and to ensure that new income streams will be unlocked.	Consultancy to undertake technical assessment across all SADC TFCA	Facilitate: SADC Implement: TFCA/MS	\$350,000	\$450,000	\$550,000
	Activity 4.3.2.2 Develop pre-feasibility and feasibility studies for priority investment projects in TFCA, with the purpose of being able to target investors and non-donor funding through public-private-community partnerships.	Commission Technical teams to develop priority pre-feasibility and feasibility projects to a bankable stage	Facilitate: SADC Implement: TFCA/ MS	\$150,000		
Output 4.3.3 Development and scaling of suitable financial mechanisms and frameworks for investments into TFCA are supported	Activity 4.3.3.1 Identify opportunities and modalities within the SADC Regional Development Fund and others as a funding conduit to TFCA	Advocate - Action carried out internally ⁴	Advocate: SADC			
	Activity 4.3.3.2 Undertake an analysis of the domestic and regional policy frameworks (legislative and institutional) for the development of financial instruments that would benefit investments into TFCA	Technical Assistance to conduct desk top review	Implement: SADC	\$50,000		
	Activity 4.3.3.3 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	Technical support to identify and activate innovative landscape finance investment mechanisms for TFCA landscapes	Implement: SADC	\$100,000	\$133,000	\$177,000
Output 4.3.4 Funders and the investor are reached through various investment promotion activities	Activity 4.3.4.1 Set-up a TFCA Donor and Investment Forum under the SADC TFCA Network (linked to Activity 4.1.1.4)	Activity led by the Investment community of Practice		\$30,000	\$40,000	\$53,000
	Activity 4.3.4.2 Continuously update the donor project page under the SADC TFCA Portal	Activity led by the Investment community of Practice		\$7,000	\$9,000	\$12,000

⁴ Action carried out internally by SADC Secretariat

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	Activity 4.3.4.3 Commission a mapping of the funder and the investment landscape for TFCA	Activity led by the Investment community of Practice	Implement: SADC	\$10,000		
	Activity 4.3.4.4 Facilitate a series of funder and investor outreach activities, including regular events, dialogues and engagements	One major outreach activity per year at a cost of \$10,000 each. Link to 4.1.4.3	SADC: Implement Facilitate: MS/ TFCA	\$30,000	\$40,000	\$53,000
Total Funding Need for Goal 4 per Implementation Period (USD)				\$1,937,000	\$2,068,000	\$2,453,000
Total Funding Need for Goal 4 from 2023-2033 (USD)				\$6,458,000		

2.5 GOAL 5 ENHANCED SKILLS AND CAPACITY DEVELOPMENT AND IMPROVED KNOWLEDGE MANAGEMENT

Outcome 5.1 The human capital development in TFCA is built based on targeted and strategic approaches						
Output 5.1.1 Skills Development and Capacity Building Community of Practice supported	Activity 5.1.1.1 Re-establish the Development and Capacity Building Community of Practice and recruit new members	Facilitate: Action carried out internally	Facilitate: SADC			
	Activity 5.1.1.2 Develop and implement an annual programme of work	Host annual virtual workshop of the core Development and Capacity Building COP team	Implement: SADC	\$10,000	\$13,000	\$17,000
	Activity 5.1.1.3 Strengthen relationships and partnerships with training service providers and academic institutions	Advocate: by members of the Community of Practice	Advocate: SADC/MS/TFCA			
	Activity 5.1.1.4 Advocate for internships and Work Integrated Learning opportunities	Advocate: by members of the Community of Practice	Advocate: SADC/MS/TFCA			
	Activity 5.1.1.5 Ensure a database of training service providers is updated every three years through online data collection method available to TFCA practitioners and vice versa on the SADC TFCA Portal	Executed by the SADC TFCA Network coordinator with IT support	Implement: SADC	\$10,000		
	Activity 5.1.1.6 Identify opportunities for funding of skills development and capacity building and collaborate to access such opportunities		Facilitate: SADC Facilitate and Implement: MS/ TFCA			

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
Output 5.1.2 Training programmes implemented based on updated and expanded cross-sectoral Training Needs Analysis (TNA)	Activity 5.1.2.1 Design a process to revise and expand the TNA across TFCAs and define a process to identify individuals/organisations/TFCAs that need training and/or specific mentoring or other skills development, whilst ensuring that designated groups are prioritised in close collaboration with Capacity Building COP	Consultancy to revise and expand the TNA	Facilitate and implement: SADC	\$50,000		
	Activity 5.1.2.2 Assist with matchmaking between training providers and individuals / organisations / TFCAs that need specific training	Link to Activity 4.1.1.2	Facilitate and implement: SADC		\$30,000	\$40,000
	Activity 5.1.2.3 Roll out existing training opportunities such as the Ranger Training Programme and others		Implement: MS/TFCA			
Output 5.1.3 Indigenous Knowledge practices are documented and strengthened	Activity 5.1.3.1 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		Advocate: SADC Implement and Facilitate: MS/ TFCAs			
	Activity 5.1.3.2 Support regional community and Indigenous Knowledge exchange	One exchange meeting/event organised every three years to document indigenous knowledge practices	Implement: SADC Facilitate: MS/TFCA	\$20,000	\$26,000	\$35,000
	Activity 5.1.3.3 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: MS/ TFCAs			
Outcome 5.2 Joint research development contributes to evidence informed decision making and programmatic adaptation in TFCAs						
Output 5.2.1 Undertake research needs analysis and scope what joint research frameworks are operational in TFCAs	Activity 5.2.1.1 Identify and document current joint research gaps/needs across TFCAs, including a focus on transdisciplinary research Identify ways of streamlining the registration and approval processes and protocols for joint research proposals in TFCAs	Facilitated process to identify research gaps/needs across TFCAs (e.g. survey)	Implement: SADC/TFCA Facilitate: MS	\$10,000		

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 - Yr 3	Yr 4 - Yr 6	Yr 7 - Yr 10
	Activity 5.2.1.2 Document practices around research strategies of relevant organisations in TFCA landscapes, including how priority areas of research are identified		Advocate: SADC Implement: TFCA			
	Activity 5.2.1.3 Identify and support research and professional development linkages across all disciplines for regionally based students		Advocate: SADC/MS/TFCA			
Output 5.2.2 Research strategies strengthen transdisciplinary collaboration, and sharing between research and practice	Activity 5.2.2.1 Ensure that the outcome of research supports implementation in transboundary landscapes and seascapes across SADC	Ensure relevant research is presented regularly during TFCA Network meetings (e.g. key presenters to travel to Network meetings to present research. Most presentations can be done virtual)	Implement: SADC/TFCA Advocate: MS	\$5,000	\$7,000	\$9,000
Output 5.2.3 Research and professional development opportunities are created for regionally based tertiary students through stronger partnerships with universities and more integrated research outreach.	Activity 5.2.3.1 Create research and internship opportunities for regionally based tertiary students		Advocate: SADC Implement: MS/TFCA			
Outcome 5.3 Knowledge Management, Monitoring and Continuous Improvement is supported in and across TFCAs						
Output 5.3.1 Facilitate the processes for the formal establishment and operationalisation of TFCAs	Activity 5.3.1.1 Facilitate dialogue between Member States concerned with TFCA initiatives, especially Category C TFCAs, with the aim of getting them to move from Category C to B and / or A (initiate dialogue and signing of MoUs) and assist with the further planning and development of conceptual TFCAs.	Facilitation meetings, and hosting 1 learning exchange / year at \$10,000 each Linked to Output 3.2.1	Facilitate: SADC Implement: TFCA/MS	\$30,000	\$40,000	\$53,000

Output	Activities	SADC costing Description	Role of SADC/MS/TFCA	Yr 1 – Yr 3	Yr 4 – Yr 6	Yr 7 – Yr 10
	Activity 5.3.1.2 Support the development and implementation of TFCA Knowledge Sharing and Learning Programme	Linked to Outcome 1.1.3.	Implement: SADC	\$60,000	\$80,000	\$106,000
Output 5.3.2 Implement a Monitoring and Evaluation and Learning Framework to ensure evidence based Adaptive Management-ence-based Adaptive Management	Activity 5.3.2.1 Establish a Community of Practice/ Task Team to guide the piloting and implement of the SADC TFCA MEL Framework embedded in the SADC wide results-based M&E system	(i) Learning through the piloting of the MEL framework with planned improvements for 2 years - working sessions (2 in-person per year), site visits to best practice examples (2 per year), stakeholder workshops (2 per year); (ii) implementing - technical advisor consultant	Facilitate: SADC Implement: TFCAs/MS	\$50,000	\$66,000	\$88,000
	Activity 5.3.2.2 Develop an effective mechanism to measure and assess TFCA implementation and establishment, including reviewing current diagnostic and performance assessment tools	(i) Consultancy fee to review best practice tools and develop of revised TFCA performance tool; (ii) performance review of 3 TFCAs per year	Facilitate: SADC	\$30,000		
	Activity 5.3.2.3 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			
	Activity 5.3.2.4 Ensure bi-annual reporting and effective communication to key stakeholders	Linked to Activity 3.3.2.3 & 3.3.2.4	Facilitate: SADC			
	Activity 5.3.2.5 Ensure feedback to TFCAs and ensure evidence-based Adaptive Management	Linked to Activity 3.3.2.3	Facilitate: SADC			
Total Funding Need for Goal 5 per Implementation Period (USD)				\$275,000	\$262,000	\$348,000
Total Funding Need for Goal 5 from 2023-2033 (USD)				\$885,000		

Appendix 2

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