



RFP

Statement of Need:

**Management Plans for the Kgalagadi Transfrontier Park and adjacent WMAs
(Botswana)**

Contracting Authority: Kgalagadi Management Company (KMC) on behalf of African Parks

Type of Procedure: Solicited

Location: Botswana, *Kgalagadi Transfrontier Park — Botswana Component*

Kgalagadi Management Company (KMC) on behalf of African Parks

June 2026

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Background

African Parks (AP) is a non-profit conservation organisation that works with governments to manage protected areas under long-term delegated agreements. AP manages parks on behalf of governments taking responsibility for day-to-day operations to restore ecosystems, protect wildlife, and support community development, while governments retain full ownership and sovereign authority over the protected areas.

AP currently manages 24 protected areas in 13 countries covering over 20 million hectares in Angola, Benin, Central African Republic, Chad, the Democratic Republic of Congo, Ethiopia, Malawi, Mozambique, the Republic of Congo, South Sudan, Rwanda, Zambia, and Zimbabwe.

Kgalagadi Transfrontier Park (Botswana Component)

The International Union for Conservation of Nature (IUCN), whose mission is to support global biodiversity conservation and promote equitable, sustainable use of natural resources, has received funding from the European Union to implement NaturAfrica Action Grants for Transfrontier Conservation Areas in the SADC Region. In this context, IUCN has appointed African Parks (African Parks) to implement the “Integrated Management for Biodiversity Conservation and Community Resilience in the Kgalagadi Transfrontier Park (KTP)” Project in Botswana. The Government of Botswana (Government of Botswana), through the Department of Wildlife and National Parks, provides statutory oversight and ensures alignment with national conservation priorities. The KTP is jointly governed by Botswana and South Africa under a bilateral framework linking DWNP and South African National Parks (SANParks), which guides coordinated cross-border ecosystem management. The Kgalagadi Management Company (KMC), as the legal entity of African Parks in Botswana, is responsible for implementing project activities on the Botswana side.

Statement of Need

Ensuring the long-term sustainability of conservation and economic development on the Botswana side of the Kgalagadi Transfrontier Park (KTP) requires a strategic approach that integrates financial resilience, capacity building, and strong governance structures. A core element of this management framework is alignment with Land-Use and Management Plan, gazetted in 2025, which serves as the operational blueprint for the landscape. This plan will embed dedicated Tourism Development and Community Development components, alongside tailored management plans for the Botswana portion of the KTP and each WMA, ensuring full alignment with national legislation and policy.

Ensuring the long-term sustainability of conservation and economic development on the Botswana side of the Kgalagadi Transfrontier Park (KTP) requires a strategic, results-based approach that integrates financial resilience, capacity strengthening, and effective governance. A core element of this management framework is alignment with the 2025

Land-Use and Management Plan, which provides the operational blueprint for the landscape and establishes measurable outcomes for biodiversity protection, tourism development, and community benefits. The Management Plan for the Botswana portion of the KTP should incorporate a dedicated Tourism Development and Community Development components (Tourism and Community Components), each with defined outputs such as improved visitor infrastructure, strengthened community livelihoods, and enhanced participatory governance. It also includes tailored management plans for each Wildlife Management Area (WMA Management Plans), ensuring alignment with national legislation while enabling monitoring through clear indicators—such as habitat condition scores, wildlife population trends, revenue-generation metrics, and community engagement benchmarks. Together, these instruments create a structured pathway for tracking performance, demonstrating compliance and achieving measurable conservation and socio-economic results.

Tailored management plans for the Botswana section of the KTP and each WMA, ensuring full compliance with national legislation and policy frameworks should be established in full alignment with the Land-Use and Management Plan, formally gazetted in 2025. From this process, a Tourism development plan as well as a community development plan is developed

Environmental and Social Safeguards Requirements (IUCN ESMS Compliance)

The Consultant shall ensure that all activities undertaken under this assignment are fully aligned with the requirements of the IUCN Environmental and Social Management System (ESMS). As part of the inception phase, the Consultant shall review the project's environmental and social risk profile and confirm the applicable ESMS risk category, identifying any activities that may require additional safeguards assessments or mitigation measures.

The Consultant shall integrate environmental and social considerations throughout the planning process and develop appropriate mitigation and monitoring measures as part of the Management Plans, Tourism Development Plan, and Community Development Plan. Particular attention shall be given to potential impacts on biodiversity, ecosystem services, local livelihoods, cultural heritage, access to natural resources, and human-wildlife conflict.

A stakeholder engagement approach consistent with ESMS requirements shall be applied throughout the assignment, ensuring meaningful, inclusive, and culturally appropriate participation of all affected and interested stakeholders. Specific measures shall be taken to ensure the effective participation of vulnerable and marginalised groups, including San and other Indigenous Peoples, women, youth, and resource-dependent households.

The Consultant shall ensure that the principles of Free, Prior and Informed Consent (FPIC) are applied where required and that consultation processes are appropriately documented. A Grievance Redress Mechanism (GRM) shall be established or strengthened to enable stakeholders to raise concerns and provide feedback throughout the planning process.

The findings and recommendations of the Environmental and Social Due Diligence (ESDD) process shall be incorporated into all relevant project outputs, and draft plans shall be revised, where necessary, to address any environmental or social risks identified during the ESDD.

The Community Development Plan and the Tourism Development should be drawing on findings from the Environmental and Social Due Diligence (ESDD) and stakeholder mapping. The ESDD is scheduled for Q3 2026. The formation of the broader management plans should begin in parallel with the ESDD.

The Contracting Authority will issue a separate RFP for the Environmental and Social Due Diligence (ESDD). Consultants are welcome and encouraged to bid for both assignments, and the two contracts may be awarded to the same firm.

Establishing these plans concurrently into ideally one process is intentional:

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- Reduce respondent fatigue by consolidating consultations across related planning processes, ensuring communities are not repeatedly engaged for overlapping information needs.
- Ensure holistic approaches by embedding community and tourism priorities directly into the operational framework of the Park and WMA management plans.
- Synchronize timelines to expedite formulation and allow outputs from each planning process to reinforce one another rather than create sequential delays.
- Build a coherent dataset that supports holistic interpretation, and future adaptive management.
- Mitigate consultation fatigue by establishing a coordinated engagement schedule, using shared stakeholder-mapping tools, and ensuring that each consultation round has a clear purpose, defined outputs, and transparent feedback loops to avoid repetitive or burdensome participation demands.

This Statement of Need is therefore for 7 outputs

1. Management Plan for the Botswana portion of the Kgalagadi
5. The (four) Management Plans for the four adjacent Wildlife Management Units (WMA) namely Wildlife Management Areas KD1, KD2, KD12, and KD15.

Developed from the above process

6. A Community Development plan
7. A Tourism Development plan

KTP is a large arid and semi-arid transboundary protected area characterised by extensive dune systems, dry riverbeds (notably the Nossob and Auob river systems), sparse vegetation, and wildlife adapted to extreme desert conditions. The Botswana component borders South Africa and Namibia and includes environmentally sensitive areas as well as communities and stakeholders with historical, cultural, and livelihood connections to the landscape.

The Wildlife Management Areas (WMAs) of KD1, KD2, KD12, and KD15 are located within Hukuntsi and Tsabong Districts in southwest Botswana, located within the Kgalagadi Transfrontier Park landscape. This landscape is characterised by largely intact and pristine ecosystems that provide critical ecosystem services to predominantly rural and economically vulnerable communities. These services include the provision of firewood, building materials, food resources, tourism and recreation opportunities, as well as rangelands that support livestock production. The project area WMAs constitute a sensitive, complex, and ecologically significant system, with strong functional linkages to the Kgalagadi Transfrontier Park. These linkages facilitate the free movement of wildlife across a wider transboundary landscape, underpin sustainable tourism potential, and contribute to socio-economic benefits for local communities. These WMAs provide corridors to other protected areas, for instance KD1 to KhutseGame Reserve and Central Kalahari Game Reserve (CKGR)

The purpose of the Management Plans is to create a structured framework for management, that's aligned with the ILUMP for the Park on the Botswana side and its adjacent WMAs and with the current Management Plan for the South African Component.

It is essential that the plan(s) follow an adaptive, ecosystem-based, consultative and participatory approach, ensuring strong cooperation cognisant of the international border and consistent management on both sides of the Kgalagadi Transfrontier Park, as well as within the context of the wildlife management areas surrounding the park, namely KD1, 2, 12, and 15, ensuring full alignment with national legislation and policy.

For the WMAs the goal is to prepare robust, and implementable management plans that enable effective stewardship of natural resources while delivering measurable improvements in local livelihoods. The plans will prioritise the optimisation of commercial value from wildlife and associated land-based opportunities, grounded in sound environmental planning principles to ensure long-term ecological sustainability.

A landscape-level planning approach will be adopted across the broader Kalahari Transfrontier Conservation Area (TFCA) landscape, recognising the ecological connectivity significance of the WMAs with the Kgalagadi Transfrontier Park (KTP), and avoiding fragmented, localised interventions, thereby promoting integrated management, biodiversity conservation, and resilient local economies.

Objectives

The main objective is to develop a practical ten-year Management Plan for the Botswana Component that will:

- Provide a clear vision, with realistic goals tailored to the Botswana side of the park, and the four WMAs while fully supporting the overall objectives of the Kgalagadi Transfrontier Park.¹
- Ensure close alignment and smooth coordination with the joint KTP framework, specifically the JPMC and the South African component’s protected area management plan, especially in areas such as wildlife movement, tourism, law enforcement, research, zoning, and benefits for local communities.
- Strengthen joint management and cooperation by using the existing Transfrontier Park governance structures to provide advice and recommendations to community authorities and government, in order to enhance accountability on the Botswana side of the Park.
- Apply international best practices in biodiversity conservation, sustainable tourism, climate change adaptation, cultural heritage protection, and fair sharing of benefits with neighbouring communities, including San and other indigenous groups.

The Consultant must engage with stakeholders—including local NGOs, Botswana government partners, and other institutions operating in the landscape—to gain deeper insight into the socio-cultural context and to incorporate independent perspectives into the assessment. A minimum list of required stakeholders will be provided upon contract signing. The Reference Group must approve the stakeholder engagement plan before fieldwork begins, and the plan must include a documented FPIC consent process. Please note that more detailed terms of reference may be elaborated on later and included as part of the final contract.

Applicable Standards

The Management Plans must be adequate, objective, and credible. Applicable reference frameworks to be applied by the consultant include

- Wildlife Conservation and National Parks Act (Cap. 38:01) and the National Parks and Game Reserves Regulations, 2000 under the Act
- IUCN Environmental and Social Management System (ESMS)
- *The SANPARKS Kalahari Management Plan “KGNP MP 2023 – 2027” prepared by Andre Spies, dated March 1, 2023*
- The African Parks SOP and technical manual on biodiversity conservation S V 1.1.2 2023
- Botswana National Spatial Plan (2026)
- Tsabong and Hukuntsi District LED strategies

¹ These objectives are listed in the TFCA Bilateral Agreement signed in 1999

- Tsabong and Hukuntsi District plans
- ILUMPs for WMA KD1 ('99), 2 ('06), 12, and 15 ('01)
- Tourism Act
- Botswana Tourism Organization Act (2010)
- Botswana National Tourism Strategy and Masterplan (2023-2033)

The critical legal instruments that must be consulted, referenced and complied with, include:

Transfrontier Treaties and Bilateral Agreements

- The Kgalagadi Transfrontier Park Bilateral Agreement (1999)
- SADC Protocol on Wildlife Conservation and Law Enforcement: As a Southern African Development Community (SADC) initiative, the plan must comply with regional guidelines on cross-border law enforcement, joint anti-poaching patrols, and standardized conservation policies.

Domestic Environmental Frameworks

- Wildlife Conservation and National Parks Act (Chapter 38:01): This Act provides the internal domestic legal authority for the park.
- CBNRM Framework in Botswana with its Bill passed in 2025

Cross-Border Immigration, Tourism, and Security Laws

- Immigration Act (Chapter 25:02) and Customs Laws: for tourist movement across borders without passport control (unless exiting into a different country), which is managed via joint border processing facilities like the Twee Rivieren/Two Rivers access facility.
- Tourism Act (Chapter 42:09): The management plan must align with these commercial permitting structures.

Intellectual Property

All reports, documents, datasets, drawings, images, software, and other materials produced by the Consultant under this assignment ('Deliverables') shall be deemed the property of the purchaser. The Consultant shall retain no ownership rights over such Deliverables but may, with prior written consent of the purchaser keep copies for internal reference. Any pre-existing intellectual property brought into the assignment by the Consultant shall remain the Consultant's property, provided that purchaser is granted a non-exclusive, worldwide, royalty-free license to use such materials strictly for the purposes of the project. The Consultant warrants that all Deliverables are original and do not infringe upon third-party intellectual property rights. All intellectual property rights arising from the Deliverables shall vest in purchaser is, which may use, reproduce, publish, adapt, and disseminate them without limitation. The purchaser will grant the Consultant a non-exclusive, worldwide, royalty-free, educational and non-commercial license to use the Deliverables generated during the assignment.

Reporting, Ethics, and Confidentiality

All information collected shall be treated as confidential and used solely for the purposes of this PMP and or WMA Management Plans. Consultants must adhere to ethical research standards, including informed consent and sensitivity to cultural, social, and security considerations.

Scope of Work

The successful consultant will carry out a series of tasks in close cooperation with especially the Kgalagadi Management Company (KMC), the Department of Wildlife and National Parks (Botswana), other relevant spheres of the Botswana government, South African National Parks, and the Kgalagadi Transfrontier Park joint management structures.

These tasks include, inter alia, the following. A scope of services for the WMAs is added after:

- Inception and Document Review - Review all important existing documents, including the Bilateral Agreement, any current integrated KTP management plans or strategies, the South African Component's Management Plan, relevant Botswana laws and policies, previous studies, and international commitments. Identify any gaps and areas where the new plan needs to align closely with the Transfrontier and South African plans. Outline to what degree previous WMA LUMPs were successful and if not, recommendations on especially capacity but also accountability. It also needs to detail how resource leases and sub-leases to joint ventures can be managed for extended benefit and management by CBOs and their District Councils and Boards
- Situational Analysis and Baseline Assessment - Compile an up-to-date description of the current conditions in the Botswana Component. This will cover the natural

environment (habitats, wildlife, ecological processes, and threats such as climate change), social and economic conditions, cultural values, tourism facilities, current concessionaire status and any conflicts between people and wildlife as well as any gaps within opportunities and threats. Necessary field visits and mapping will be carried out together with DWNP and other stakeholders.

- Stakeholder Consultation and Participation - Design and carry out a thorough and inclusive consultation process. This will include workshops, focus group discussions, and interviews with government departments, local communities and their Trusts (especially San and other indigenous communities), tourism operators, private sector partners, NGOs, researchers, and representatives from the South African side and joint management bodies. Special attention will be given to ensuring meaningful participation by women, youth, and marginalised groups. Engage collaboratively with the Kalahari Research & Conservation (KRC), Birdlife Botswana and Kalahari Conservation Society (KCS) to sustain and enhance ongoing community development programmes. Building on activities under KD1 and KD2, address the operational gap resulting from KD1's recent decision to discontinue their agreement
- Development of the Management Plan - Prepare the Management Plan with the following key elements: and in full compliance with the applicable legislation which includes as a minimum the Wildlife Conservation and National Parks Act (Cap. 38:01) and the *National Parks and Game Reserves Regulations, 2000* under the Act.
 - A clear vision and set of strategic objectives for the Botswana Component that support the broader KTP goals.
 - A comprehensive implementation plan, that lists indicators and specific activities for the LUP, in line with the vision for the next 10 years
 - All activities are linked to a monitoring framework that could be integrated into a general M&R framework in case of a long term mandate signed
 - A template for the comprehensive review mandated in the National Parks and Game Reserves Regulations, 2000 under the Wildlife Act.
 - A practical zoning plan that aligns with the joint ILUMP zoning system and allows for wildlife movement, tourism, and conservation needs.
- Development of practical detailed implementation programmes within the management plans - realistic implementation frameworks with prioritised actions, timelines, responsible parties, budget estimates, and a clear system for monitoring, evaluation, and learning - covering:

Conservation of biodiversity and ecosystems, including habitat protection fire management and climate adaptation.

- Law enforcement, security, and anti-poaching (with strong cross-border coordination).
- Research, monitoring, and adaptive management.
- Mitigation of human-wildlife conflict.
- Environmental education and awareness.
- Infrastructure development and maintenance.

Develop both a Community Plan and Tourism Development Plan from this process.

- A Tourism Development Plan for 5 years shall be developed as part of the broader Management Plan process. In addition to the elements already outlined in the ToR, the Consultant shall incorporate the following expanded requirements to ensure a comprehensive, evidence-based, and spatially explicit tourism planning framework for the Botswana side of the Kgalagadi Transfrontier Park and adjacent WMAs: Strategic Vision & Guidelines Deliver a clear vision statement, realistic objectives, and tailored guidelines that unlock the tourism potential of the Botswana side of the park, while reinforcing the overarching tourism objectives of the Kgalagadi Transfrontier Park. This vision statement should be aligned with African Parks' Category 2 sustainability categorization.
- Integrated Framework Alignment Develop a coordination mechanism and harmonized plan that ensures alignment with the integrated KTP framework and the South African Component's Tourism Management Plan, while safeguarding Botswana's autonomy in decision-making. This includes access protocols, tourism flows, movement of people, goods, and services, law enforcement, research, zoning, and equitable community benefits. A practical zoning plan should be produced that is consistent with the joint KTP zoning system, yet tailored to Botswana's priorities, enabling tourism development within the context of conservation needs—particularly wildlife movement—and ensuring meaningful community involvement
- Map (with GIS and GPS) the identified tourism zones/sites within the Concession Area and provide a full design brief and a land use disposition table for each zone and coordinates for the boundaries;
- Joint Management Strengthening Establish and operationalize measures that strengthen joint tourism management and cooperation through existing Transfrontier Park structures, ensuring cross-border collaboration and shared governance.
 - The Plan includes detailed tourism development programmes, including a realistic implementation framework with prioritised actions, timelines,

responsible parties, budget estimates, and a clear system for monitoring, evaluation, and learning, including the below:

- Provide an overview of all concessions, and tourism operations in the KTPHistorical performance including a market demand analysis for Kgalagadi
- Status quo due diligence which includes all existing concession agreements and associated terms.
 - Sustainable tourism development opportunities and infrastructure based on market trends, opportunities and threats, cognisant of biodiversity conservation and ecosystem functionality, including, habitat protection and climate adaptation.
 - Community involvement, benefit-sharing, and protection of cultural heritage. The plan promotes community-led tourism projects—such as homestays, guiding, and crafts—in alignment with the forthcoming Tourism Development Plan. This support includes training in hospitality, marketing, and quality assurance.
 - Relevant law enforcement and security measures based on the movement of people, goods and services within strong cross-border coordination.
 - Research, monitoring, and adaptive management.
 - Environmental education and awareness.
 - Permissible infrastructure development and requisite maintenance schedules.
 - Sustainable Tourism Best Practices Apply international best practices in sustainable tourism development, embedding biodiversity conservation, climate change adaptation, cultural heritage protection, and fair benefit-sharing with neighbouring communities, including San and other indigenous groups.
 - The Tourism Development Plan will need to include harmonisation with the South African side on standard fee structures. The Plan should also clearly show the current approach of the Botswana government for fees and the system to increase those fees
 - Please note that there is a draft Kgalagadi Tourism Development Plan which this plan as a minimum should refer to
- A Community Development Plan for 10 years that includes Strategic Vision & Guidelines Deliver a clear vision statement, realistic objectives, and tailored guidelines that address the socio-economic needs of the populations of the

Botswana side of the park, with a specific focus on the Indigenous Peoples who have a heavy dependence on natural resources

- Alignment with the APN Community Development strategy
- Using ESDD findings and stakeholder mapping that's clear on conservation management, opportunities for eco-tourism as an income-generating activity for communities, benefit-sharing, and protection of cultural heritage. The Community Development Plan should clearly show that it's informed by both community consultations and ecological data
- Established needs and priorities for the respective communities.
- Identify opportunities for income-generating activities and commercialisation of NTFPs/other natural resources
- A point of reference for measuring any change over time or impact from intervention and community programmes, including the contact points with the communities that KMC should keep up
- Identify and recommend with justification, existing community projects and initiatives as well as partners that should be included in the long-term actions of the community development plan and its investment which could be in the sectors of education and health but could also be WASH and food security
- Guide appropriate measurement metrics; socio-economic indicators, biodiversity indicators and require baseline.
- Drafting, Review, and Finalisation - Produce clear draft versions of the plans and present them for parallel review and input by Kgalagadi Management Company (KMC), DWNP, joint management structures, and other stakeholders (including cross-border review where required), incorporating all comments and produce a final, polished Management Plan. The final document should be professionally presented and easy to read. All maps, data, and supporting materials must be provided in agreed formats.

It's important to note that the ESDD that is carried out in Q3 applies exclusively to the WMAs (KD1, 2, 12, and 15 surrounding) Kgalagadi Transfrontier Park. The South African and Namibian components are excluded, except where transboundary dynamics directly influence environmental or social risks on the Botswana side.

The specific objectives for the WMAs include some socio-economic aspects as well as a situational analysis

The full list of objectives is listed below

- Undertake a comprehensive situation analysis and scoping exercise covering socio-economic and environmental aspects, with a view to assessing the performance of the WMAs against their core objectives.
 - a. Assess the developments post the LUMPs for KD1, 2, 12, 15 to outline the successes and areas of improvement: what has been implemented and what not, and why not

- Review the key policy and regulatory frameworks currently governing WMAs and make recommendations, where necessary, to support a more efficient, coherent, and impactful policy environment and management culture.
- Undertake a comprehensive stakeholder mapping, including the identification of existing governance structures, vulnerable and marginalised groups, and community dynamics.
- Develop a structured stakeholder engagement framework, aligned with local District Administrative protocols and the relevant Kgalagadi Management Company (KMC) guidelines, to guide both the immediate planning process and long-term institutional arrangements, resourcing, and capacity for sustained engagement.
- Undertake a targeted socio-economic and needs assessment to inform inclusive development planning, including analysis of access to basic services such as water, education, and healthcare.
- Assess and strengthen existing approaches to the management of human-wildlife conflict, with a view to improving effectiveness and community outcomes.
- Recommend appropriate spatial zoning within each WMA, informed by technical research and analysis, to ensure effective resource management, optimise economic returns, and minimise land-use conflicts.
- Identify and prioritise viable income-generating activities, value chains, and investment opportunities, including tourism and community-based enterprises, to enhance economic viability and deliver tangible community benefits.
- Ensure close alignment and effective coordination with the joint Kgalagadi Transfrontier Park framework to support integrated, landscape-level management.
- Assess and integrate cultural heritage resources into the planning framework to support Indigenous Peoples and Local Communities planning, strengthen local identity, and unlock opportunities for cultural tourism and indigenous skills-based enterprises.
- Review and strengthen the efficiency and functionality of governance and management structures within each WMA.
- Develop detailed Management Plans for each WMA that reflect environmental and cultural characteristics, recreational demands, and sustainability objectives, including but not limited to permissible infrastructure and the level and standards of operational activities, within the context of the broader KTP objectives.
- Formulate a clear, phased implementation programme to guide the execution of these management plans for the WMAs

For a truly holistic plan, a consulting team or firm should undertake both the PMP and the management plans for the four WMAs as a minimum. Accordingly, a statement of need has been issued for these products, ensuring they are designed to complement one another while keeping the broader plan for the South African side firmly in view.

Expected Deliverables

The consultant will deliver the following across a timeline of 6-8 months following a similar indication of delivering indicating a clear timeline of delivery in its proposal.

All reports and plans should be easily navigable: User-friendly format: Reports must be structured with clear headings, subheadings, and summaries to allow quick navigation.

Deliverables should be provided in formats that are compatible with common devices and software (e.g., searchable PDFs, Word documents).

Navigation tools: Include clickable tables of contents, hyperlinks to annexes, and cross-references to related sections.

Executive summaries: Each report and plan should begin with a concise overview highlighting key findings and recommendations.

Each plan should include a section on the people involved and in what part of the process

Consistency: All reports and plans should follow a standardized template to ensure comparability across deliverables.

Indexing and tagging: Where applicable, reports and plans should include keyword indexing or metadata to support easy retrieval.

1. The Inception Report—including the detailed work plan, methodology, and a comprehensive stakeholder engagement strategy with an accompanying engagement plan that clearly defines thresholds for engaging Indigenous Peoples and other marginalised groups—shall be submitted for approval by the Reference Group. The report must also present the project timeline and identify the relevant authority and government structures responsible for reviewing and endorsing the associated plans.(Week 3)
2. Situational Analysis Report (with baseline information and recommendations for alignment) (Week 8)
3. Draft Management Plan (including zoning maps and implementation framework)
Management Plan for each of the four WMAs (Week 18)
4. Stakeholder Consultation Report(s) showing how inputs were incorporated. (Week 18)
Showing clearly the needs and priorities for the respective communities.
Provide a point of reference for measuring any change over time or impact from intervention and community programmes. (Week 20)

5. Final Management Plan for the PARK as well as one for each of the four WMAs (fully revised and approved). (Week 22)

5.1 In addition to the large, formal document, an attractive, well-structured summary for decision makers, that will serve the purpose of summarizing in 20-30 pages the key aspects of

the principles, preparation, objectives and content of the LUP, as well as the roles of the respective authorities in implementing it.

5.2 An equivalent document other stakeholders (traditional authorities, tourism operators, NGOs), structured in a way to provide as much relevant information as possible and designed in an appropriate way for the target audience developed in order to improve the diffusion and understanding of the document.

6. A community development Plan
7. A tourism development plan
8. All supporting data, GIS files, and maps. (Week 24)

Every deliverable must clearly show how the Botswana Component Management Plan supports the overall Kgalagadi Transfrontier Park framework and integrates with the South African Component's Management Plan. The Consultant shall ensure that all project activities involving local communities are undertaken in accordance with the principles of Free, Prior and Informed Consent (FPIC); The Consultant shall ensure that the principles of Free, Prior and Informed Consent (FPIC) are applied throughout the planning process in accordance with applicable international standards and IUCN safeguards requirements. FPIC shall be required where proposed management actions, zoning decisions, tourism developments, or other interventions may affect the rights, access to resources, livelihoods, cultural heritage, or traditional practices of Indigenous Peoples and Local Communities.

The Consultant shall distinguish between general stakeholder consultation and situations where FPIC is required, ensuring that affected communities are provided with timely, accessible, and culturally appropriate information to support informed decision-making. All FPIC processes shall be fully documented, including records of meetings, information disclosed, participant attendance, issues raised, and outcomes reached, creating a clear audit trail.

Where consent is not granted, the Consultant shall document the concerns raised and work with the relevant authorities and stakeholders to identify appropriate alternatives, mitigation measures, or adjustments to proposed interventions.

Data collection shall be conducted using African Parks' Survey123 platform. The Purchaser will ensure that all necessary licenses are issued to authorized users. Collected data must be made available to the Purchaser at regular intervals for review, verification, and retention

The consultant will work under the guidance of Kgalagadi Management Company (KMC) and the Botswana Department of Wildlife and National Parks. The consultant will participate in regular progress meetings with the relevant steering or joint management committees.

Reporting Structure

- The consultant shall report directly to the Project Manager – Kgalagadi Management Company (KMC). There shall be mandatory online monthly progress report meetings scheduled between the consultant and Africa Parks. The ultimate role of Kgalagadi Management Company (KMC) in the reporting structure is to provide design input, verify participation of stakeholders, but also to approve each milestone
- Project Deliverables will be presented to the project Reference Group, where the role of the reference group is to peruse the deliverables at each reporting stage, provide guidance and make recommendations for approval to Kgalagadi Management Company (KMC), and will be constituted of representatives of the following:
 - District Technical Advisory Committee (TAC);
 - District Land Use Planning Unit (DLUPU)²
 - Department of Wildlife and National Parks;
 - Relevant KTP (authority and governance) structures; and
 - Kgalagadi Management Company (KMC).

The Project Reference Group shall be established jointly by the consultant and Kgalagadi Management Company (KMC), with a clearly defined Terms of Reference (ToR) and agreed review schedule. Reviews will be conducted either when most representatives have provided input or once the agreed timeline has elapsed. In either case, project tasks will proceed to avoid unnecessary delays, ensuring that the group functions as a facilitative mechanism rather than a bottleneck.

The KTP Park Management Plan for Botswana will be presented to the office of the Honourable Minister of Environment and Tourism for appropriate endorsement.

- Any other government endorsements applicable

Timeline

The assignment is expected to be completed within six (6) to eight (8) months from contract signature and should be finalised and approved by stakeholders no later than the end of February 2027. The timeline for each deliverable is included in this document

² Note that often TAC members are also members of DLUPU

Logistics

Kgalagadi Management Company (KMC), through the Project Manager and KTP park team, can advise, but not support the assignment, with the following:

- Local travel within KTP
- Transport for meetings with communities and stakeholders
- Introductions to local leaders and stakeholders
- Security assessments for field activities

The Consultant is expected to identify a suitable local partner to support contextual understanding, translation, moderation of focus group discussions, and culturally appropriate community engagement.

Budget

The Consultant shall submit a detailed budget covering professional fees, international travel, and other relevant costs. All supporting logistics should be covered in the budget submitted. Payment will be linked to deliverables as follows:

- Inception Report – 10%
- Situational Analysis Report – 10%
- Draft Management Plan (including zoning maps and implementation framework) 30%
- Stakeholder Consultation Report(s) – 10%
- Final Report – 40%

Consultant Eligibility with screening criterion

- Registered to work and or operate legally in Botswana
- Demonstrable experience with previous management plans in Botswana and in the SADC region (High)
- Africa experience (Botswana/southern Africa) (High)
- Conservation or protected area experience (High)
- Arid/semi-arid ecosystem experience (Medium)
- Multidisciplinary team with specialists in land use management, environmentalists, community and or tourism (High)
- Safeguards expertise and application of international standards (High)
- Stakeholder engagement experience (High)
- Strong analytical and reporting capacity (Medium)
- Fluent in written and spoken English and Setswana (High)
- Ability conduct fieldwork in Botswana (High)

Proposal Submission Requirements

Interested Consultants shall submit:

- A technical proposal outlining understanding of this TOR, methodology, workplan, and team composition
 - A financial proposal with a clear budget summary
- > As the delivery of consultancy services is essential to successful programme implementation, it is essential that the Purchaser provides a realistic desired timeline and completion date. The contract will only allow for a 10% margin on late deliveries after which penalties will apply.

CVs of key personnel and examples of relevant assignments, where the proposed team for the project must at the minimum comprise the following:

1. Land Use Planner - registered to practice in Botswana, with demonstrable and credible experience in land use planning for Protected Area Management Plans within Botswana's protected areas.
2. Tourism Development expert - with credible experience in Protected Area Management planning, as well as TFCA planning and studies in Southern Africa.
3. Senior Environmentalist - registered to practice in Botswana, with demonstrable and credible experience in environmental planning and studies for Protected Area Management Plans, as well as TFCA planning and studies in Southern Africa.

Applications should be submitted electronically to:
KTP procurement on Email: ktpprocurement@africanparks.org

- Request for Proposals (RFP) issued by KMC by June 25th and proposals submitted by bidders COB July 16th, 2026
- Selection of Preferred and Back-up bidders by July 21st, 2026
- Final negotiation and signing of contract to start by August 1st 2026

All submissions must include a brief cover letter outlining relevant experience and suitability. The proposals will be scored on the above eligibility criteria with 40% on price and 60% on quality.

Disclaimer: This request for proposals does not obligate KMC to select any party, nor to explain any decisions in this regard. The terms and time-lines above are indicative and may be changed by KMC. All expenses incurred in the preparation, of this submission, as well as any associated site visits to Kgalagadi Transfrontier Park shall be for the interested party's own account. KMC agree not to disclose any confidential information contained in the submission to third parties unless expressly agreed by the interested party. The decision by the KMC Selection Committee is final.