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Coordination Mechanisms for SADC Transfrontier Conservation Areas



Kevan Zunckel

Zunckel Ecological & Environmental
Services

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List of Acronyms

ARTFP	/Ais/Ais-Richtersveld Transfrontier Park
BMC	Bilateral Ministerial Committee
CTFCA	Chimanimani Transfrontier Conservation Area
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GIZ-CNRM	GIZ – Climate and Natural Resources Management Program
GLTFCA	Great Limpopo Transfrontier Conservation Area
GLTFP	Great Limpopo Transfrontier Park
GMTFCA	Greater Mapungubwe Transfrontier Conservation Area
ISCTFP	Iona-Skeleton Coast Transfrontier Park
IUCN	International Union for the Conservation of Nature
JMB	Joint Management Board
JMP	Joint Management Plan
JPMC	Joint Park Management Committee
KAZA TFCA	Kavango Zambezi Transfrontier Conservation Area
KPA	Key Performance Area
KTP	Kgalagadi Transfrontier Park
LTCA	Lubombo Transfrontier Conservation Area
MAZA TFCA	Malawi-Zambia Transfrontier Conservation Area
MDTFCA	Maloti-Drakensberg Transfrontier Conservation and Development Area
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
NSE	Niassa-Selous Ecosystem
PA	Protected Area
SADC	Southern African Development Community
SVP	Special Purpose Vehicle
TWG	Thematic Working Group
TFCA	Transfrontier Conservation Area
TFP	Transfrontier Park
TMC	Trilateral Ministerial Committee
USAID	United States Agency for International Development
WCPA	World Commission on Protected Areas
WG	Working Group

Glossary

Transboundary conservation governance may be defined as *the interactions among structures, processes and traditions that determine how power, authority and responsibility are exercised and how decisions are taken among actors from two or more countries*. **Governance** may be seen as the instruments and mechanisms that need to be put in place to facilitate collaboration.

Governance instruments are the agreements that are entered into between partner countries, within which the vision for the area and its related strategic objectives, as well as the compositions and roles and responsibilities of the various structures that make up the hierarchy of governance mechanisms; are included.

Governance mechanisms are the structures that are put in place as dictated by the governance instruments/agreements and may include a hierarchy of structures ranging from high level political structures down to those responsible for the day to day coordination and implementation of joint management actions.

Coordination mechanisms are those governance mechanisms primarily responsible for facilitating the day to day coordination and implementation of joint management actions and which may be recognised as Secretariats, International Coordinators or Coordination Units, Coordinating state parties, national coordination/implementation units, and any other structures that are responsible for providing support to and coordinating the functions of the TFCA governance mechanisms.

A **Transfrontier Conservation Area (TFCA)** is defined in the Southern African Development Community (SADC) Protocol on Wildlife Conservation and Law Enforcement (1999) as a 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.

A **Transfrontier Protected Area (TFP)**, which is referred to as a Transboundary Protected Area in the IUCN WCPA Transboundary Conservation Guidelines of 2015 is defined as: a clearly defined geographical space that includes protected areas that are ecologically connected across one or more international boundaries and are cooperatively managed.

A **Memorandum of Agreement (MoA)** or cooperative agreement is a document written between parties to cooperate on an agreed upon project or meet an agreed objective. The purpose of a MoA is to have a written understanding of the agreement between parties. It can be used between agencies, the public and the federal or state governments, communities, and individuals. It lays out the ground rules of a positive cooperative effort.

A **Memorandum of Understanding (MoU)** is describing a bilateral or multilateral agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action. It is often used in cases where parties either do not imply a legal commitment or in situations where the parties cannot create a legally enforceable agreement, [but may intend to do so and are using a MoU as a step towards a more legally binding agreement].

A **Treaty** is an agreement under international law entered into by actors in international law, namely sovereign states and international organisations. It is an official, expressly written agreement that

sovereign states use to legally bind themselves. It is also the objective outcome of a ceremonial occasion which acknowledges the parties and their defined relationships.

In international politics, a **Protocol** is the etiquette of diplomacy and affairs of state. It may also refer to an international agreement that supplements or amends a treaty.

Coordination Mechanisms for SADC Transfrontier Conservation Areas

1 INTRODUCTION

A Transfrontier Conservation Area (TFCA) is defined in the Southern African Development Community (SADC) Protocol on Wildlife Conservation and Law Enforcement (1999) as a 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.

The SADC TFCAs in the region are being recognised through their positive impacts, as when well-managed, they have a great capacity to provide the necessary goods and services required to support the sustainable development of the region through a unique level of regional cooperation amongst participating countries.

To sustain the implementation of the TFCA Agenda in southern Africa, SADC approved the Transfrontier Conservation Area (TFCA) Programme in 2013, aiming to develop SADC into a functional and integrated network of TFCAs where shared natural resources are sustainably co-managed and conserved to foster socioeconomic development, and regional integration for the benefit of those living within and around TFCAs as well as at the regional and global scales.

A directive was given in 2021 to the SADC Secretariat by the joint meeting of Ministers responsible for Environment, Natural Resources and Tourism to review the SADC TFCA Programme (2013). This process included the need for developing the **SADC TFCA Handbook**¹ that will provide guidance to the TFCA practitioners in relation to the process potential and existing TFCAs need to follow in order to be listed as a Category C TFCA and to progress to being listed as a Category A TFCA. The process has been accomplished with the SADC TFCA Programme (2023 – 2033) approved in June 2023, by the joint meeting of Ministers responsible for Environment, Natural Resources and Tourism.

However, the SADC TFCA Coordination Mechanisms are still to be concluded as part of development of the SADC TFCA Handbook, following the review process of SADC TFCA Programme (2023 -2033). It is in this regard that the SADC Secretariat through SADC/GIZ – Climate and Natural Resources Management (GIZ-CNRM) Program, commissioned a consultancy to carry out a critical review of existing coordination mechanisms and to make recommendations on what could be seen as the most suitable **SADC TFCA Coordination Mechanisms** relative to their various categories.

Additional context for this work is provided by the Transfrontier Conservation Area Development, PERFORMANCE ASSESSMENT TOOL, August 2013 – Version 1.0; in which the Key Performance Area (KPA) #2 addresses Institutional Arrangements with its Key Performance Indicator speaking to the need for “Joint Formalised Structures”. While this covers the full spectrum of the governance hierarchy, it is the Coordination Mechanisms addressed in this report that are required to ensure achievement of this KPA.

¹ Southern African Development Community (SADC) (2023a). Handbook on Categorisation of SADC Transfrontier Conservation Areas: SADC TFCA Listing Processes. Compiled for the SADC Secretariat, Gaborone, Botswana, July 2023.

2 TERMS OF REFERENCE

The terms of reference for this assignment were as follows:

1. Carry out an analysis of various coordination mechanisms in the SADC region and beyond. Covering two parts, namely:
 - a. Identification of the various coordination mechanisms; and
 - b. Analysis of the relevance as well as the advantages and disadvantages of the different coordination mechanisms in different institutional/governance structures/arrangements, as well as in different TFCA categories.
2. Based on the analysis, recommend the best coordination mechanisms for TFCAs with different institutional/governance structures and in different categories.
3. Present a draft report and recommendations to a virtual meeting of the SADC TFCA Network Steering Committee members for their comments and inputs.
4. Incorporate all comments and inputs into a final report and recommendations.
5. Submit a final draft report and recommendations for approval by the SADC TFCA Network Steering Committee.

It is important to note that while this report provides a global and regional perspective relevant to the establishment and management of TFCAs and therefore refers to **governance instruments** and **governance mechanisms**, the focus of this assignment is on those mechanisms within the hierarchy of governance that do not have a decision-making responsibility, but are there to support and coordinate the work of those mechanisms that do. Therefore, while the global and regional perspective is relevant in terms of providing a broad frame of reference, the crux of this analysis and recommendations are the very specific **coordination mechanisms** required to support the effective management of the TFCAs; i.e. Secretariats, International Coordinators or Coordination Units, Coordinating state parties, national coordination/implementation units, and any other support structures. However, it is important to keep in mind that each governance mechanism, irrespective of their level in the governance hierarchy, will have an important element of coordination for which they are directly responsible and/or will have influence over.

3 APPROACH TO THE ASSIGNMENT

The approach to this assignment was as follows:

1. Review relevant documentation as listed in the References section (Section 11) as well as the current agreements that exist between partner countries for the twelve recognised SADC TFCAs and extract all relevant information pertaining to what is recommended as best practice and that which is being applied at present as per the international agreements.
2. Develop and circulate a survey through the IUCN WCPA Transboundary Conservation Specialist Group in order to obtain a global perspective, as well as through the SADC TFCA Network for the regional perspective.
3. Attend the SADC TFCA Network Annual Meeting in Maputo from 14 to 16 November 2023 in order to obtain insights into the effectiveness of existing coordination mechanism as well as other relevant information.

4. Follow up with direct engagements with SADC TFCA country focal points as well as targeted coordinators and other relevant stakeholders to obtain additional inputs and perspectives.
5. Capture the findings and recommendations in a draft report for review by the SADC TFCA Network Steering Committee. Revise and finalise the report and recommendations based on comments received.

4 CURRENT GLOBAL AND REGIONAL BEST PRACTICE

The SADC TFCA Guidelines² and global best practice³ provides relevant context to the analysis of current SADC TFCA governance mechanisms. It is recognised that this section will overlap with information already provided in the SADC TFCA Handbook, but this is useful to provide context, coherence and continuity.

Transboundary conservation governance may be defined as *the interactions among structures, processes and traditions that determine how power, authority and responsibility are exercised and how decisions are taken among actors from two or more countries*. Governance may be seen as the instruments and mechanisms that need to be put in place to facilitate collaboration.

In order to select an appropriate governance model it is recommended that TFCA practitioners allow the processes of initiation and establishment to dictate that which will be best suited to the specific circumstances and prevailing socio-political dynamics within and associated with their initiative. In other words best practice dictates that there is no single model that will fit all situations, and the best model will be that which is allowed to evolve and adapt.

Irrespective of the exact nature of the governance instrument/s and mechanisms that are ultimately put in place, it is essential that they are sufficiently robust to:

- i) ensure strong collaboration between all relevant stakeholders in terms of all aspects of implementation at all spheres of governance;
- ii) provide for feedback mechanisms necessary for the flow of information between the various spheres of governance;
- iii) allow for adaptability and flexibility to respond to new information, threats and/or opportunities;
- iv) measure and track performance and put strategies in place to ensure improvements;
- v) measure, monitor and ensure that benefits flow to the appropriate beneficiaries transparently and equitably;
- vi) maintain open channels of communication above and beyond the governance mechanisms; and
- vii) secure the resources necessary to ensure that the TFCA is able to continue functioning optimally.

²Southern African Development Community (SADC) (2014). Transfrontier Conservation Guidelines: The establishment and development of TFCA initiatives between SADC Member States. Compiled by Kevan Zunckel in collaboration with the SADC TFCA Network for the SADC Secretariat, Gaborone, Botswana, January 2014.

³Vasilijević, M., Zunckel, K., McKinney, M., Erg, B., Schoon, M., Rosen Michel, T. (2015). Transboundary Conservation: A systematic and integrated approach. Best Practice Protected Area Guidelines Series No. 23, Gland, Switzerland: IUCN. xii + 107 pp.

4.1.1 Governance Instruments

A key principle in the establishment of TFCA governance instruments is to allow them to evolve from being relatively informal to formal as greater certainty develops in relation to feasibility and the extent to which buy-in from stakeholders is secured. The instruments listed and defined below are in order of increasing formality and the extent to which they serve to bind the parties to work collaboratively. Informal governance instruments may be in the form of correspondence between practitioners on either side of a border/s in which aspects of collaboration are captured as a basis upon which more formal agreements might be reached in the future.

- i) A **Memorandum of Understanding (MoU)** is describing a bilateral or multilateral agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action. It is often used in cases where parties either do not imply a legal commitment or in situations where the parties cannot create a legally enforceable agreement, [but may intend to do so and are using a MoU as a step towards a more legally binding agreement].
- ii) A **Memorandum of Agreement (MoA)** or cooperative agreement is a document written between parties to cooperate on an agreed upon project or meet an agreed objective. The purpose of a MoA is to have a written understanding of the agreement between parties. It can be used between agencies, the public and the federal or state governments, communities, and individuals. It lays out the ground rules of a positive cooperative effort.
- iii) A **Treaty** is an agreement under international law entered into by actors in international law, namely sovereign states and international organisations. It is an official, expressly written agreement that sovereign states use to legally bind themselves. It is also the objective outcome of a ceremonial occasion which acknowledges the parties and their defined relationships.
- iv) In international politics, a **Protocol** is the etiquette of diplomacy and affairs of state. It may also refer to an international agreement that supplements or amends a treaty.

In addition to the above options are the instruments that will be used at the functional level and which guide implementation. These are what are known as the **Joint Management Plan, Integrated Management Plan** or **Integrated Development Plan**. Irrespective of their name, it is the instrument that captures the long-term vision for the initiative and the detail of the short to medium term shared management actions necessary to achieve the vision, all within the framework provided by the over-arching agreement.

4.1.2 Governance Mechanisms

These mechanisms reflect the hierarchy of structures necessary to ensure collaboration at all levels with the political mechanisms being located at the top and the more functional mechanisms being the foundation upon which it all rests. The SADC TFCA Guidelines (SADC, 2014) recognise that there is no one option that is recommended above the others and that the unique circumstances of each TFCA initiative must be allowed to dictate that which is and will be the most effective governance hierarchy. Generally the governance mechanisms that are relevant, and which may be known or referred to by different names, include the following:

- i) **Ministerial Committee:** a high level multi-national political structure;
- ii) **Joint Management Board or Committee:** a high level multi-national technical structure; and

- iii) **Management Committees or Task Groups:** a number of discipline-specific or sectoral multi-national structures relevant to the variety of aspects that require specific management focus.

All of the above will always include representatives from the participating countries, but in some instances it may be determined that a single entity be established to provide coordination, facilitation and secretarial support to all the participating countries. Such an entity may be known as a **Secretariat** or a **Coordination** or **Implementation Unit** and may be headed by an **International Coordinator**. The number and diversity of staff attached to such an entity may reflect the complexity of the TFCA initiative. It is these entities that are the focus of this work.

5 SADC TFCA GOVERNANCE INSTRUMENTS AND RELATED CATEGORIES

The SADC TFCA Programme 2023 - 2033⁴ lists the definitions included in the global best practice guidelines (Vasiljević, *et al.*, 2015) as 'global classification'. However, in the context of SADC TFCAs, these are definitions that also appear in the SADC TFCA Guidelines and which are relevant to SADC TFCAs irrespective of their categorisation. It is therefore important that SADC TFCA practitioners understand that their TFCA will fit one of these definitions irrespective of how they have progressed from a Category C to a Category A as per the specifications provided in the SADC TFCA Programme 2023 – 2033 (SADC, 2023b) and the Categorisation Handbook (SADC, 2023a). A comparison between the previous categories applied to SADC TFCAs and those now applicable is captured in Table 1 below.

Table 1: A comparison between the previous categories of SADC TFCAs and the revised categories as per the SADC TFCA Programme 2023 – 2033.

PREVIOUS SADC TFCA CATEGORIES	REVISED SADC TFCA CATEGORIES
Category A: <u>Established TFCAs</u>: These are TFCAs established through a Treaty or any other form of agreement recognised by the participating countries.	Category A: <u>Formalised</u>: These are TFCAs with a legal mandate with clearly defined boundaries and established through a binding Agreement for the development of the TFCA by the Partner States.
Category B: <u>Emerging TFCAs</u>: These are essentially TFCAs with a signed Memorandum of Understanding (MOU). The MOUs in this scenario serve as instruments that facilitate negotiations of Treaties to formally establish the respective TFCAs upon being signed.	Category B: <u>Proposed</u>: – 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: <u>Conceptual TFCAs</u>: These are TFCAs without an official mandate from the participating countries, but have been proposed by some SADC Member States as potential TFCAs.	Category C: <u>Conceptual</u>: – These are TFCAs where Partner States have an official intent to establish a TFCA, but no binding Agreement or interim MoU is in place.

The application of the new categorisation to SADC TFCAs has seen the previous list of eighteen TFCAs being reduced to twelve. Hopefully this will serve as an incentive for the TFCAs that are no longer recognised, to follow the guidance provided in the categorisation hand book (SADC, 2023a) and make progress towards being established and recognised. The twelve recognised SADC TFCAs

⁴ Southern African Development Community (SADC) (2023b). SADC TFCA Programme 2023 – 2033. Compiled by Piet Theron Consulting (Pty) Ltd. for the SADC Directorate for Food, Agriculture and Natural Resources (FANR), Gaborone, Botswana.

are listed according to their categorisation in Table 2. Included in this table are the governance instruments that have brought these TFCAs into being and which relate directly to their categorisation.

Table 2: SADC TFCAs recognised by the SADC Secretariat according to the new categorisation (Source, SADC (2023b)).

NAME OF TFCA	PARTICIPATING COUNTRIES	GOVERNANCE INSTRUMENT
CATEGORY A: FORMALISED		
Kgalagadi Transfrontier Park	Botswana and South Africa	Bi-lateral Agreement, signed 7 April 1999
Lubombo Transfrontier Conservation Area	Mozambique, South Africa and eSwatini	Protocol, signed 22 June 2000
Great Limpopo Transfrontier Park	Mozambique, South Africa and Zimbabwe	Treaty, signed 9 December 2002
/Ais/Ais-Richtersveld Transfrontier Park	Namibia and South Africa	Treaty, signed 1 August 2003
Kavango Zambezi Transfrontier Conservation Area	Angola, Botswana, Namibia, Zambia and Zimbabwe	Treaty, signed 18 August 2011
Malawi-Zambia Transfrontier Conservation Area	Malawi and Zambia	Treaty, signed 7 July 2015
Maloti-Drakensberg Transfrontier Conservation and Development Area	Lesotho and South Africa	Binding MoU, signed 11 June 2001
Iona-Skeleton Coast Transfrontier Park	Angola and Namibia	MoA, signed 3 May 2018
Chimanimani Transfrontier Conservation Area	Mozambique and Zimbabwe	Agreement, signed 8 June 2001
Niassa-Selous Ecosystem	Mozambique and Tanzania	Agreement, signed 2015
CATEGORY B: PROPOSED		
Greater Mapungubwe Transfrontier Conservation Area	Botswana, South Africa and Zimbabwe	MoU, signed 22 June 2006
Lower Zambezi – Mana Pools Transfrontier Conservation Area	Zambia and Zimbabwe	MoU signed 26 May 2023

6 CURRENT SADC TFCA GOVERNANCE AND COORDINATION MECHANISMS AS SPECIFIED BY THEIR GOVERNANCE INSTRUMENTS

Each of the Governance Instruments listed in Table 2 above dictates the governance mechanisms required to oversee, guide and ensure the establishment, development and effective collaborative management of the TFCAs. A summary of these mechanisms is provided in Table 3, as extracted from the relevant agreements. Note that all levels of governance have been included here for the sake of completeness. Additional detail related to the composition of each of the governance mechanisms, their responsibilities and funding sources is provided in ANNEX A: SADC TFCA Coordination Mechanisms, Composition, Responsibilities and Funding as per signed agreements.. Where agreements refer to specific coordination mechanism, these have been highlighted in **bold** text in order to distinguish them from the governance mechanisms that hold decision-making responsibilities.

It is important to note that the actual governance mechanisms that are in place for each of the SADC TFCA may differ from what is dictated by the agreements. This may be for various reasons and suggests that there is scope for reviewing and updating the agreements at some point. It also is an indication of the evolutionary process which TFCA establishment goes through, i.e. a certain mechanism is listed but is not yet in place, such as is the case for the Iona-Skeleton Coast Transfrontier Park which lists a Secretariat which is currently not in place.

Table 3: A summary of Governance and Coordination Mechanisms (in bold font) currently applicable to SADC TFCA as extracted from the relevant Governance Instruments

NAME OF TFCA	
CATEGORY A: FORMALISED	
Kgalagadi Transfrontier Park	Foundation.
Lubombo Transfrontier Conservation Area	Ministerial Committee, TFCA Commission, Task Team, Secretariat , Task Groups.
Great Limpopo Transfrontier Park	Ministerial Committee, Joint Management Board, Coordinating Party, Secretariat/International Coordinator , Advisory Committees (thematic x 6) and Joint Park Management Committees (4 x nodes).
/Ais/Ais-Richtersveld Transfrontier Park	Bilateral Ministerial Committee, Joint Management Board, Coordinating Party .
Kavango Zambezi Transfrontier Conservation Area	Ministerial Committee, Committee of Senior Officials, Joint Management Committee, Secretariat , National Committees.
Malawi-Zambia Transfrontier Conservation Area	Ministerial Committee, Committee of Senior Officials, Joint Management Committee, Secretariat , National Committees, Local Advisory Committees.
Maloti-Drakensberg Transfrontier Conservation and Development Area	Ministerial Committee, Bilateral Coordinating Committee, National Coordinating Committees, National Implementation Units .
Iona-Skeleton Coast Transfrontier Park	Bilateral Ministerial Committee, Joint Management Board, Coordinating Countries, Secretariat .
Chimanimani Transfrontier Conservation Area	Bilateral Ministerial Committee, Technical Committee, Coordinating Party , Working Group.
Niassa-Selous Ecosystem	Ministerial Committee, Joint Management Council, Coordination Unit
CATEGORY B: PROPOSED	
Greater Mapungubwe Transfrontier Conservation Area	Trilateral Ministerial Committee, Trilateral Technical Committee, Advisory Committees, Project Coordinator .
Lower Zambezi – Mana Pools Transfrontier Conservation Area	Ministerial Committee, Committee of Senior Officials, Joint Management Committee, Secretariat , Joint Park Management Committee and Specialist Work Groups.

7 ASSESSMENT OF THE EFFECTIVENESS OF CURRENT GOVERNANCE MECHANISM

While the primary focus of cross-border conservation collaborations around the world is to address the need for the coordinated management of ecosystems and cultures divided by political boundaries, it is essential that appropriate coordination mechanisms are put in place to provide an enabling environment for conservation role players⁵ and stakeholders⁶ to do this. Although the

⁵ **Role players** are relevant officials with a legal mandate related to the establishment and management of a TFCA.

⁶ **Stakeholders** are interested and affected parties who may contribute to and/or are impacted on by the establishment and management of a TFCA.

global and regional guidelines provide recommendations as to what these mechanisms should be, SADC has a history of establishing and managing TFCAs of various categories that spans a number of decades. Consequently it is deemed prudent that this experience be reflected on so as to provide recommendations based on the lessons learned over this period and the success stories that exist today.

Many of the bodies of work that have been done for the SADC TFCA Secretariat over this last decade include a situational analysis or a record of the status quo in terms of the governance and coordination mechanisms that have been or are currently in place. This assignment has taken this a little further by asking SADC TFCA practitioners to reflect on the effectiveness of the coordination mechanisms currently in place to support their particular TFCAs. These perspectives were captured in a survey (see ANNEX B: Survey Designed to Obtain Perspectives from SADC TFCA Network Members) to which just more than forty responses were received from a possible total of approximately four hundred (based on the membership of the SADC TFCA Network WhatsApp group at the time), i.e. a return of approximately 10%. The survey provided insight as to the effectiveness of the various coordination mechanisms, as well as the financial resources currently received to support them.

In summarising the responses to the survey, a simple traffic light colour coding system was used to highlight responses related to the effectiveness of the current coordination mechanisms as well as the source/s of funding that support them, where green illustrates the most effective mechanism, and red reflects the least effective. The full spectrum of colour coding used is illustrated in Table 4 below. Scores were allocated to each colour so as to be able to generate average scores across all of the survey responses for each TFCA, as captured in ANNEX C: Summary of Responses from the survey and their scores. The rationale behind the allocation of scores and colours was to be able to provide a quantifiable and visual indication as to which of the TFCAs are being effectively managed in relation to their coordination mechanisms and funding models. Note that the rationale for including the funding models is based on the assumption that well-resourced coordination mechanisms are likely to be effective, irrespective of how they are constituted.

In addition to the survey responses, the SADC TFCA Network Annual Meeting held in Maputo from 14 to 16 November 2023, provided additional insights where Category A and B TFCAs reported on their achievements over the year since the previous meeting. Both survey results and the feedback provided at the meeting - in terms of achievements over the past year - have been used to provide an indication as to which of the current coordination mechanisms appear to be most suitable for SADC TFCAs and this is illustrated in Table 5.

Table 4: The colour coding and scoring used to measure and illustrate aspects relevant to the effectiveness of TFCA coordination mechanisms as per survey responses and report backs.

EFFECTIVENESS OF COORDINATION MECHANISM	SOURCE/S OF FUNDING	ACHIEVEMENTS
5 = Highly effective	4 = Meetings are budgeted for and supported through a multi-lateral Special Purpose Vehicle	Substantial = 3
4 = Highly to moderately effective	3 = Participating countries budget for and support participation of their respective representatives	
3 = Moderately effective	2 = Some of the representatives are supported	Some achievements = 2

EFFECTIVENESS OF COORDINATION MECHANISM	SOURCE/S OF FUNDING	ACHIEVEMENTS
	from national budgets while others require donor funding to cover their costs	
2 = Effective to some degree	1 = These meetings are entirely supported by donor funding	
1 = Not effective		Nothing to report = 1

The score allocations provided in the first two columns of Table 4 have been applied to each of the survey responses as captured in ANNEX C: Summary of Responses from the survey and their scores. An average was then determined across all the responses per TFCA and then expressed as a percentage of the potential maximum score for effectiveness and funding separately. Thereafter, the average scores for effectiveness and funding were also averaged to obtain an overall score for each of the TFCAs as per the survey responses.

When viewing the responses to the survey questions (recorded in ANNEX C: Summary of Responses from the survey and their scores), it can be seen that there are inconsistencies which compromise the interpretation of the allocation of scores. However, when combined with the scores allocated to the feedback provided by each of the TFCAs at the annual network meeting, it was possible to moderate these inconsistencies (see the third column in Table 4). Here the allocated scores were also expressed as a percentage of the potential maximum and an average was then calculated to obtain an overall weighted score. A relatively coarse scale was used to reflect the achievements as it was not possible to include all the information presented by the various TFCAs but it was possible to categorise this feedback according to there being nothing to report, that there were some achievements, or that the achievements were substantial. This measure was achieved simply by comparing the feedback from the various TFCAs with each other in terms of volume.

Most respondents provided feedback on the full range of governance mechanisms that are currently in place for their TFCA, but for the sake of this exercise, it is only the coordination mechanisms that have been included in Table 5. Where there are differences between the coordinating mechanisms captured in this Table and those highlighted in Table 3, it is important to reiterate that the latter reflects what the agreements list as what is required, while the former reflects the current situation.

The Lower Zambezi – Mana Pools TFCA has not been included in this analysis as it moved from a Category C to a Category B after the signing of its agreement in May 2023 and there has not been sufficient time to assess the effectiveness of its coordination mechanisms.

Table 5: Analysis of survey responses and feedback from the 2023 SADC TFCA Network Annual Meeting in Maputo indicating the effectiveness of the coordination mechanisms.

TFCA	CURRENT COORDINATING MECHANISMS	AVERAGE SCORE (EFFECTIVENESS AND FUNDING SOURCE)	SCORES EXPRESSED AS A PERCENTAGE OF MAXIMUM	ACHIEVEMENTS FOR 2022/23	WEIGHTED SCORES
CATEGORY A: FORMALISED					
Ai-Ais/Richtersveld TFP	JMB and Thematic WGs	2.67	59%	Some achievements = 2 (66%)	63%

TFCA	CURRENT COORDINATING MECHANISMS	AVERAGE SCORE (EFFECTIVENESS AND FUNDING SOURCE)	SCORES EXPRESSED AS A PERCENTAGE OF MAXIMUM	ACHIEVEMENTS FOR 2022/23	WEIGHTED SCORES
Chimanimani TFCA	Thematic WGs and JMC	2	47.5%	Some achievements = 2 (66%)	57%
Great Limpopo TFCA	Coordinating Party, International Coordinator.	2.62	57.5%	Substantial achievements = 3 (100%)	79%
Iona-Skeleton Coast TFCA	JMB, Coordinating Countries.	No information provided		Nothing to report = 1 (33%)	17%
Kavango-Zambezi TFCA	Secretariat.	3.25	70.5%	Substantial achievements = 3 (100%)	85%
Kgalagadi TFP	JPMC.	2.84	63.5%	Some achievements = 2 (66%)	65%
Lubombo TFCA	JPMCs.	2.16	48.5%	Some achievements = 2 (66%)	57%
Malawi-Zambia TFCA	JMC	3	65%	Some achievements = 2 (66%)	66%
Maloti Drakensberg TFCA	National Coordinating Unit	2.83	62.5%	Some achievements = 2 (66%)	64%
Niassa-Selous	Coordination Unit.	1.5	32.5%	Some achievements = 2 (66%)	49%
CATEGORY B: PROPOSED					
Greater Mapungubwe TFCA	Project Coordinator.	2.84	64%	Some achievements = 2 (66%)	65%

From the above it can be seen that the SADC TFCAs make reference to a variety of coordination mechanisms such as a Coordinating Country, a Project Coordinator, Coordination Unit/s, an International Coordinator or a Secretariat, and hence the need for this analysis. The relevance of the score allocations captured in Table 5 are discussed in Section 7.2.1 and are applied to Table 6 below. ANNEX A: SADC TFCA Coordination Mechanisms, Composition, Responsibilities and Funding as per signed agreements. provides additional insight as to how these scores were derived.

8 FINDINGS

8.1 Governance Instruments

Speaking to the Governance Instruments is beyond the scope of this assignment but these cannot be ignored as it is these Instruments that dictate the type of coordination mechanisms for each of the

SADC TFCAs, as well as their roles and responsibilities (as captured in ANNEX A: SADC TFCA Coordination Mechanisms, Composition, Responsibilities and Funding as per signed agreements.). Therefore, recommendations emanating from this work related to the nature of the coordination mechanisms may make it necessary for the Governance Instruments to be revised and amended accordingly.

The current governance instruments that are in place between and/or among the SADC TFCA Partner Countries vary in terms of their structure and content. There are also aspects of the instruments which lack clarity and some are more comprehensive than others. It is acknowledged that some of these differences are because instruments have been drafted at different times in the evolution of SADC TFCAs and because the nature of the instruments vary in terms of the degree to which they bind the Partner Countries, i.e. a MoU may differ from a Treaty. However, given the revision of the categorisation of SADC TFCAs based on the nature of the governance instruments that are in place, it would be meaningful if a process was initiated whereby all existing agreements are reviewed and recommendations are made as to how they can be updated, strengthened, aligned, and more clearly articulate the governance and coordination responsibilities of the various levels within the governance and coordination mechanisms. Clarity is also needed in terms of the funding commitments required from each of the Partner Countries as well as how the TFCAs will work towards financial sustainability.

Note also that care will need to be taken to ensure that the agreements are updated with the correct and latest designations applied to relevant government agencies as these tend to change from time to time. An example is the South African Department of Environmental Affairs and Tourism, which is now the Department of Forestry, Fisheries and Environment. Where such changes might have also brought about a change in responsibilities related to the coordination of SADC TFCAs, it may be necessary to identify the appropriate government agencies and facilitate a renegotiation of acceptance of the necessary roles and responsibilities.

Whereas the list of governance instruments provided in Section 4.1.1 suggests a gradient of commitment increasing from a MoU to a Protocol, it is important to note that it is the wording of the instrument that implies the level of commitment rather than what it is called. Where the term “shall” is used for example, it implies a higher level of commitment than where the term “may” is used. This understanding is reflected in the updated SADC TFCA Programme 2023 – 2033 where the term “Treaty” has been replaced by “Legally Binding Agreement” for Category A TFCAs.

8.2 Coordinating Mechanisms

8.2.1 The Effectiveness of Current Coordinating Mechanisms across Categories

The effectiveness of current coordination mechanisms applied in the eleven SADC TFCAs assessed for this assignment is illustrated in Table 6 where the TFCAs have been listed in order of the weighted scores derived from the assessment and captured in Table 5 and ANNEX C: Summary of Responses from the survey and their scores. The full hierarchy of governance mechanisms have been excluded so as to provide a focus on those required for the more day to day coordination and support of the governance hierarchy. The TFCAs have also been listed irrespective of their categories although it is only the Greater Mapungubwe TFCA that is a Category B, while all the others are Category A.

Table 6: SADC TFCA listed in order of the effectiveness of current coordination mechanisms.

TFCA	CURRENT COORDINATING MECHANISMS	WEIGHTED SCORES
Kavango-Zambezi TFCA	Secretariat and rotational country coordination.	85%
Great Limpopo TFCA	Coordinating Party, International Coordinator.	79%
Greater Mapungubwe TFCA	Project Coordinator.	65%
Malawi-Zambia TFCA	JMC.	66%
Maloti Drakensberg TFCA	National Coordinating Unit (only functional in South Africa at present).	64%
Kgalagadi TFP	JPMC.	65%
Ai-Ais Richtersveld TFP	JMB and Thematic WGs	63%
Lubombo TFCA	JPMCs.	57%
Chimanimani TFCA	Thematic WGs and JMC	57%
Niassa-Selous	Coordination Unit.	49%
Iona-Skeleton Coast TFCA	JMB, Coordinating Countries.	17%

From the above it can be seen that those TFCA with clearly defined coordination mechanisms, established to support the hierarchy of governance mechanisms, have been the most effective over the 2022/23 period of implementation. More specifically these are the KAZA TFCA and GLTFCA, whose weighted scores were 85% and 79% respectively. The common denominator for these two TFCA is a history of a dedicated coordination mechanism. In the case of the KAZA TFCA, it is a Secretariat, while for the GLTFCA; an International Coordinator is currently fulfilling the role of a Secretariat and is working towards the formal establishment of one. Both of these TFCA are complex, involving five and three countries respectively, and cover large areas with varying land use and tenure systems linking protected areas.

Coming in a close third with a weighted score of 65% is the GMTFCA, but this score was influenced by the respondent's claims that current funding support is entirely from national budgets which is most sustainable. However, the effectiveness of the current coordinating mechanisms is reported as only 'moderately effective' to 'effective to some degree'. Until such time as the effectiveness of its coordinating mechanism improves, it is recommended that this example be discounted as a guide to what is best for SADC TFCA coordination.

MAZA TFCA and MDTFCA also have relatively high weighted scores, i.e. 66% and 64%, respectively; and both have dedicated coordination mechanisms with the MAZA TFCA having a JMC and the MDTFCA having National Coordination Units. As far as the latter is concerned, it appears that the persistence of the South African Coordination Unit has allowed the initiative to remain relatively effective as it has essentially served as an international coordination mechanism in the absence of a dedicated unit in Lesotho. While this is not a desirable situation, it does serve to illustrate that a resourced and established coordination unit can serve as an effective coordination mechanism.

Two Transfrontier Parks, the Kgalagadi TFP and the Ai-Ais/Richtersveld TFP, scored relatively well with weighted scores of 65% and 63%, respectively; but being TFPs involving only two countries each, they do not require complex coordination mechanisms to sustain themselves and to be effective, but rather park managers that are dedicated to establishing and maintaining close collaborative linkages with their neighbours, and government agencies who ensure an enabling environment for implementation of joint activities.

The Lubombo TFCA, with a weighted score of 57%, is an interesting case as it is essentially a loose conglomeration of transfrontier protected areas spread out across a convoluted and disjunct area that is seen as a TFCA. Although it has a relatively robust agreement in place, it appears that this is insufficient to secure the effectiveness of its constituent TFPs as there is no overall coordination mechanism in place at present.

The weighted score of 57% for the Chimanimani TFCA is possibly an over-estimate of the effectiveness of its coordination mechanisms as it was rated as being ineffectively managed but the claim that it obtains its resources from national government, pushed the score up. If it were to be ascertained as to what extent these financial resources actually meet its coordination and implementation needs, the outcome would likely be far less favourable. The response stated that a National Coordinator needs to be recruited for the TFCA and that the partner states need to agree on the modalities. It is therefore evident that much still needs to be achieved in regards to coordination for this TFCA. Likewise for the Niassa Selous TFCA with a weighted score of 49% and which reported that coordination is lacking at all levels of its governance mechanisms.

Finally, there were no responses for the Iona-Skeleton Coast TFCA and at the SADC TFCA Network meeting, it was confirmed that no progress had been made. So, although the agreement for this TFCA puts forward the establishment of a Secretariat as a coordination mechanism, this is not in place at present and therefore this TFCA's performance cannot be used as a measure of the prescribed coordination mechanism's effectiveness.

8.2.2 The Effectiveness of Current Coordinating Mechanisms between Categories

It may be expected that TFCAs categorised as 'Proposed' may be less effective than those categorised as 'Formalised', but the findings are that the one TFCA that falls within the former category, i.e. the GMTFCA, has a higher weighted score than most of those categorised as the latter. However, given the influence of the funding support already alluded to above, it is difficult to make a call on the relative effectiveness of appropriate coordination mechanisms between the categories.

9 RECOMMENDATIONS

9.1 Coordination Mechanisms

It must be noted that while the Terms of Reference for this assignment asked for an indication of the pros and cons of the various coordination mechanisms, this could not be done in any meaningful way due to there being over-arching dynamics affecting the ability of each mechanism to function effectively. These dynamics are the turnover of role players and the consequential loss of institutional memory; as well as the challenges of securing sustainable sources of funding support. It

can be safely assumed that where there is retention of institutional memory and a sustainable source of sufficient funding to support both the existence and operations of the coordination mechanisms, SADC TFCA's will be effective in the achievement of their objectives; irrespective of the nature of the coordination mechanisms put in place. One additional over-arching consideration is that the coordination mechanisms need to be staffed by appropriately qualified and experienced personnel who are passionate about and well versed in the knowledge of what SADC TFCA's are capable of achieving for their beneficiaries at the local, regional and international scales.

In consideration of the above, a key ingredient for all the SADC TFCA's, irrespective of their category, is a dedicated International Coordinator, preferably supported by an International Coordination Unit. Within the context of the guidance provided by global and regional best practice, these coordination mechanisms need to be allowed to evolve from relatively informal mechanisms to more formal mechanisms. Thus it would be appropriate that a TFCA in Category B be supported by an International Coordinator and that this mechanism be allowed to evolve into an International Coordination Unit where the International Coordinator is supported by a small team of support staff, and possibly some with relevant technical expertise, as the TFCA becomes formalised. A further level of evolution could then be the growth of the International Coordination Unit into a Secretariat which allows for an added level of legal identity and autonomy necessary for it to facilitate the establishment of and oversee a Special Purpose Vehicle (SPV) or to include a SPV within its ranks. An illustration of this recommended evolution of coordination mechanisms from one category to the next is provided in Table 7. Included here is a distinction between the relatively simple Transfrontier Park (TFP) and the more complex TFCA. Up until now this distinction has only been alluded to and TFPs have been addressed together with the TFCA's for simplification purposes.

Table 7: Recommended coordination mechanisms per TFCA category and type.

TFP/TFCA	COORDINATING MECHANISMS PER CATEGORY		
	CATEGORY C	CATEGORY B	CATEGORY A
TFP	<ul style="list-style-type: none"> Joint Park Liaison Committee. 	<ul style="list-style-type: none"> Joint Park Management Committee. 	<ul style="list-style-type: none"> Joint Park Management Committee.
TFCA	<ul style="list-style-type: none"> Multi-lateral Technical Liaison Committee. 	<ul style="list-style-type: none"> National Coordination Units Rotational International Coordinator. 	<ul style="list-style-type: none"> National Coordination Units National Focal Points Secretariat.

The recommended composition and responsibilities of the above coordination mechanisms are described in Table 8. These recommendations are not comprehensive and must be seen as indicative and generic. As such they may be used as a frame of reference while being moulded to meet the specific requirements of particular TFPs and TFCA's. Each coordination mechanism should also be able to co-opt members as required from time to time as circumstances and dynamics dictate. The names or titles of each of these mechanisms are also indicative and may be changed and/or adapted to suit each TFP or TFCA.

Table 8: Recommended composition and responsibilities of the various coordination mechanisms.

COORDINATION MECHANISM	COMPOSITION	RESPONSIBILITIES
TRANSFRONTIER PARK		
Joint Park Liaison Committee	Senior management personnel from each PA chaired on a rotational basis by	<ul style="list-style-type: none"> Identify joint management issues and

COORDINATION MECHANISM	COMPOSITION	RESPONSIBILITIES
	respective PA Managers.	<p>develop informal arrangements to address these on a collaborative basis.</p> <ul style="list-style-type: none"> • Initiate relevant processes needed to formalise cross-border collaboration. • Meet regularly at a frequency of at least every six months.
Joint Park Management Committee	As above.	<ul style="list-style-type: none"> • Capture joint management issues in a formal Joint Park Management Plan (JPMP). • Secure financial resources to support effective implementation of the JPMP. • Monitor and report on implementation to the Multi-lateral Ministerial Committee. • Meet regularly at a frequency of at least every six months.

COORDINATION MECHANISM	COMPOSITION	RESPONSIBILITIES
TRANSFRONTIER CONSERVATION AREA		
Multi-lateral Technical Liaison Committee	PA managers from core PAs, senior representatives from relevant government agencies and senior representatives from relevant community and private sector structures.	<ul style="list-style-type: none"> • Identify joint management issues and develop informal arrangements to address these on a collaborative basis. • Initiate relevant processes needed to formalise cross-border collaboration. • Meet regularly at a frequency of at least every six months.
National Coordinating Committees	As above but at the national level.	<ul style="list-style-type: none"> • Contribute to the identification of and ensure participation in the implementation of joint management actions. • Facilitate collaboration needed for the effective implementation of joint actions across sectors. • Participate in and report to the Multi-lateral Coordinating Committee. • Meet regularly at a frequency of at least every six months.
National Focal Points	Senior representative from relevant government agency in each partner country.	<ul style="list-style-type: none"> • Act as the point of entry for the International Coordinator. • Facilitate and coordinate the meetings of the National Coordinating Committees. • Report to the National Coordinating Committee. • Prepare reports for the National Coordinating Committees to be taken to the multi-national governance structures. • Guide, direct and oversee the work of the National Coordinating Units.
National Coordinating Units	Multi-disciplinary full-time structures representing the complexities of the TFCA.	<ul style="list-style-type: none"> • Monitor implementation of the JMP and report to the National Coordinating Committee through the National Focal Points to the International Coordinator.

COORDINATION MECHANISM	COMPOSITION	RESPONSIBILITIES
		<ul style="list-style-type: none"> Facilitate collaboration within disciplines across sectors and spheres of government (provincial and local) at the national level. Contribute to the compilation and subsequent revisions of the JMP and related strategies and action plans.
Rotational International Coordinator and Coordination Unit ⁷	<p>Senior official from the relevant government agency to serve full time for a two year period and be supported by an administrative assistant and financial manager as a minimum. Additional support staff may be procured as needs and resources dictate relative to the complexities inherent in a particular TFCA.</p> <p>Note that it is critical that the transition from one coordinator to another must ensure the maintenance of institutional memory.</p>	<ul style="list-style-type: none"> Oversee the functioning of the National Coordinating Units. Receive, review and collate progress reports from the National Coordinating Units and report to the Multi-lateral Coordinating Committee. Facilitate the process of compiling the JMP and the subsequent revision and updating of such. Provide secretarial services to the Multi-lateral Coordinating Committee and facilitate the six monthly meetings.
Secretariat	<p>Appropriately qualified and experienced staff procured to fill the positions of Executive Director, Administrative Assistant and Financial Manager. Additional staff may be added to the Secretariat as and when needed and depending on the complexities of the TFCA.</p>	<ul style="list-style-type: none"> Support and facilitate the functioning of the TFCAs Governance Mechanisms. Receive, review and collate progress reports from the Multi-lateral Zone Management Committees and report to the Multi-lateral Technical and Advisory Committee. Facilitate the process of compiling the JMP and the subsequent revision and updating of such. Provide secretarial services to all the TFCAs governance mechanisms, and convene and support their regular meetings. Seek and secure long-term innovative financing agreements to support the Secretariat and implementation of the JMP.

In addition to the above recommended roles and responsibilities there is a body of work that was carried out for the GLTFCA in which guidance is provided in terms of the process that needs to be followed towards the establishment of a Secretariat and the composition and responsibilities of such (GLTFCA, 2019)⁸. As a Secretariat is seen as the ultimate goal towards which TFCAs need to work in terms of a coordination mechanism, it is recommended that these guidelines be referred to in the process.

⁷ Note that this coordination mechanism is to be rotated between the partner countries on a two yearly basis.

⁸Great Limpopo Transfrontier Conservation Area (GLTFCA). (2019). GLTFCA SECRETARIAT DESIGN OPTIONS REPORT. Report compiled by Prof Nicholas King for the USAID/Resilient Waters-funded project “*Approach to Institutional Governance Design for the Great Limpopo Transfrontier Conservation Area (GLTFCA)*”.

9.2 Financial Sustainability

As much as the concept of cross-border coordination makes sense in order to achieve common conservation and development objectives, it is often the case that the financial implications are not considered and/or partner countries struggle to find the additional financial resources required to support the essential coordination mechanisms. This reality manifests itself in the fact that many of the SADC TFCAs are being ineffectively coordinated (see Table 6). Other factors such as staff turnover, loss of institutional memory and inappropriately staffed coordination mechanisms also play a role, but it may be safely assumed that with adequate and sustainable financial resources, partner countries would be in a better position to establish and maintain the most suitable coordination mechanisms.

While it is recognised that the SADC TFCA Financing Facility has been established to provide funding support to the SADC TFCAs, it has limited reach relative to the extent of its access to financial resources, the financing needs of the SADC TFCAs and it is project focussed. It is therefore recommended that SADC TFCAs need to work towards the establishment of coordination mechanisms that have the structure and necessary legal framework necessary to secure financial resources that will make up the shortfall between that which is provided by the partner countries and that which is required to ensure effective coordination. In this regard the establishment of Special Purpose Vehicles (SPV) has been alluded to in Section 9.2 above.

According to the Corporate Finance Institute⁹ a SPV is a separate legal entity created by an organisation. The SPV is a distinct company with its own assets and liabilities, as well as its own legal status. Usually, they are created for a specific objective, often to isolate financial risk. Considering that the financial sustainability of SADC TFCAs is a crucial factor in their ability to be effective, it is essential that emphasis be placed on the development of coordination mechanisms that will have the capacity to work towards the establishment of SPVs. The establishment of a Secretariat would be the most appropriate coordination mechanism that would be able to evolve into and/or function as a SPV, or to have a SPV established within the Secretariat.

The primary motivation for the evolution of SADC TFCA Coordinating Mechanisms to this level is so that they will have the legal standing necessary to work towards the financial sustainability of their respective TFCAs. There are a variety of innovative financing mechanisms available to provide TFCAs with a diversity of income streams, but it is only the KAZA TFCA which currently has an appropriate Coordination Mechanism and structure that can facilitate access to these financing mechanisms. Given the impact that the Covid pandemic had on the tourism industry, it is essential that SADC TFCAs move rapidly to expand their options for generating financial sustainability and increased resilience. Currently SADC TFCAs are vulnerable to the closed-ended funding cycles of donor funding, limited contributions from partner countries, as well as pinning most of their financial hopes on tourism.

While the focus of this work is at the multi-country level, it must be noted that the establishment of SPVs at the country level is an option that may also be followed in order to bolster country contributions to the effective coordination and management of their TFCAs. Caution would need to be applied in such an approach so as to ensure that equitable access to financial resources is

⁹ <https://corporatefinanceinstitute.com/resources/management/special-purpose-vehicle-spv/>

achieved across the partner countries and therefore, priority should rather be placed on the establishment of a SPV at the multi-country level within the TFCA context. Good guidance is provided in the work done by Candice Stevens for the USAID Resilient Waters Program and captured in a report entitled “PROPOSED SUSTAINABLE FINANCE STRATEGY: Great Limpopo Transfrontier Conservation Area | Secretariat”¹⁰. The recommendations made in this work do not cover the full spectrum of innovative financing opportunities which have rapidly been emerging since this work was carried out, but does provide a good framework and point of departure in terms of establishing and sustaining a Secretariat as the ultimate coordination mechanism. It is however, important that each TFCA be assessed according to the opportunities inherent in their specific situation.

Lastly in regards to the financial sustainability of the coordination mechanisms, it is essential that agreement is reached at the ministerial level as to the contributions that each country will make to the establishment and development of their TFCAs. A clear indication needs to be provided from the TFCA proponents of what funding support is required to ensure coordination at both the national as well as the international levels, and commitment to providing this support must be integrated into the relevant governance instruments. It must also be noted that the level of financial support must include sufficient allocation for the operational aspects of coordination and not just to keep an official in an office. With such commitments in place, it is likely that SADC TFCAs will be effectively coordinated and will be well positioned to secure a diversity of income streams.

9.3 Governance Instruments

Almost half of the current agreements between the SADC TFCA Partner Countries are more than 20 years old and need to be critically reviewed, revised and updated. This process will also provide an opportunity for each of the TFCAs to re-establish their existence on the agendas of the various high level governance mechanisms, i.e. to keep the TFCAs alive in the minds of high-level decision-makers. The frequency at which these governance instruments need to be revised and updated will be determined by the governance dynamics that are prevalent within each of the SADC TFCAs. Where these dynamics are relatively stable, the frequency will be low; but where there are significant dynamics, it would be advisable to increase the frequency accordingly. The need for revision and updating of the governance instruments needs to be included in the agreements, if such a clause is not already there, such as in Article 16 of the GLTFP Treaty. Reference also needs to be made to the revision and updating of subsidiary agreements which may prove to be a more viable option than the more complex over-arching agreements.

In addition to the regular review and updating of governance instruments, it is important that regular ‘road shows’ are facilitated to profile the TFCAs and their agreements, e.g. strategic communication through orientation packs for key policy and decision makers. Role players change and move on over time and the TFCAs need to be kept alive and relevant to all responsible for providing the enabling environment for their establishment and development. At the highest political level it may be useful to keep reference to responsible ministries less specific as this will

¹⁰ Great Limpopo Transfrontier Conservation Area (GLTFCA). (2021). PROPOSED SUSTAINABLE FINANCE STRATEGY: Great Limpopo Transfrontier Conservation Area | Secretariat. Report compiled by Candice Stevens for the USAID Resilient Waters Program | Ref No. 1.a, 1.1, 1.2, 1.4.

allow partner countries to decide on which ministry they want to delegate responsibility to, while also allowing for name changes when political restructuring occurs.

At the functional level, governance instruments may include thematic framework documents for the large complex TFCAs such as KAZA, while a Joint Management Plan will suffice for a relatively simple TFP. A combination of these may be appropriate for TFCAs that fall somewhere between these two extreme examples.

10 SUMMARY OF RECOMMENDATIONS

In consideration of the above discussion and in summary the recommendations are as follows:

1. **Ensure that realistic budgets required to support coordination and implementation** are included in the high level political Governance Instruments with commitments from Partner Countries as sustained funding support is crucial to ensure that the governance and coordination mechanisms have the resources necessary to carry out their responsibilities effectively.
2. **Acknowledge that the establishment of the appropriate Coordination Mechanisms is an evolutionary process** and can start with a mechanism that is relatively informal but that has a clear development path to that which is formalised/institutionalised and effective for the purposes and character of the TFCA. This process fits with the new SADC TFCA categories as listed in Table 1 and illustrated in Table 7. This principle recognises that there are varying levels of complexities associated with each of the SADC TFCAs and that if they are to be effectively coordinated, they need to be allowed to grow into the coordination mechanisms that will be appropriate and best suited to their particular circumstances, noting that this period of growth needs to be kept as short as possible.
3. **Ensure that each of the Partner Countries establishes dedicated National Coordination Units** who will support International Coordination while facilitating essential linkages and relationships across sectors at the national level. Note that this is irrespective of the international coordination mechanism that is put in place as national coordination across sectors within countries is a critical success factor for effective TFCA coordination and implementation.
4. **Aim for the establishment of a Secretariat to transition the role of International Coordination** and which will include an appropriate staff structure that reflects the size and complexities of the TFCA for which it has been established. The rationale for this recommendation is based on the relative autonomy such a structure will be given and that it has the potential of minimising staff turnover and the loss of institutional memory, as is the case with a rotational International Coordinator. It is also made on the basis of the potential that a Secretariat has for the establishment of a SPV. Note that this recommendation may not be necessary for a TFP which may be effectively coordinated through a JPMC.
5. **Work towards the establishment of appropriate SPVs** to work with and/or within the Secretariats to facilitate access to financial resources that will support the establishment and development of the TFCAs, over and above the contributions from the Partner Countries. This is essential as a mechanism to seek and secure innovative finance solutions that will make up the funding shortfall between that provided by the partner countries and that which is required to support the coordination mechanism and implement the joint management actions on a long-term basis.

6. **Review, revise and update the SADC TFCA Governance Instruments** in order to make sure that they are providing the clarity and support needed to put the required governance and coordination mechanisms in place.

11 REFERENCES

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ANNEX A: SADC TFCA Coordination Mechanisms, Composition, Responsibilities and Funding as per signed agreements.

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
CATEGORY A - FORMALISED				
Kgalagadi Transfrontier Park	The Kgalagadi TFP Foundation	<p>Botswana: Minister of Commerce and Industry, Member of Parliament for Kgalagadi, Permanent Secretary in the Ministry of Commerce and Industry, and the Director of Wildlife and National Parks.</p> <p>South Africa: Minister of Environmental Affairs and Tourism, Premier of the Northern Cape, Chair Person of the SANParks, and CEO of SANParks.</p>	<p>Promote the conservation of the natural environment and develop its tourism potential.</p> <p>Monitor the implementation of the management plan.</p> <p>Render advice on matters arising from the agreement.</p> <p>Facilitate further cooperation and integration of activities.</p> <p>Receive donations and distribute equitably.</p> <p>SANParks to provide secretarial services for the Foundation and Chair to rotate annually.</p>	<p>Founding members to cause the Foundation to be incorporated under Section 21 of the South African Companies Act (No. 61 of 1973) and secure authority from the South African Reserve Bank for the disbursement of funds of the Foundation to promote financing of the Park in an equitable manner.</p> <p>The Parties shall annually make sufficient funds available to cover expenses that arise for the implementation of this agreement.</p> <p>Donations will be paid into a bank account to be equitably allocated to the Parties based on priorities as identified by the Foundation.</p>
Lubombo Transfrontier Conservation Area	Ministerial Committee		Appoint respective representatives to the Commission	Until such time as a fund is established, each party will be responsible for their own costs related to their attendance of all meetings.
	TFCA Commission	Conservation and resource areas and management experts. Tourism and development	Appoint a Chair Person to sit on a rotational basis for two year period. Provide annual audited financial and progress reports as well as a plan for the	Establish a fund to cover admin costs. Solicit and accept contributions.

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		<p>experts. Economic, environmental and tourism authority reps.</p>	<p>next two years. Establish reporting requirements for the Task Groups. Set out fund raising and disbursement procedures for the Task Groups and ensure coordination amongst them. Assist, coordinate and supervise Task Groups and other joint management mechanisms. Monitor the introduction and implementation of other TFCA Protocols and make recommendations to the Ministerial Committee. Advise and report to the Ministerial Committee and Task Team. Meet three times a year. Establish a permanent Secretariat. Apply a rotational Chair and fulfil all secretarial duties unless these are covered by the permanent Secretariat.</p>	
	Task Team		Fulfil the role of the Secretariat until such time as a permanent Secretariat is established.	
	Secretariat	<p>One representative from each Party appointed by the Responsible Minister. A coordinator mutually agreed by the Ministerial Committee.</p>	<p>Provide organisation and information services to the Commission. Assist in the implementation and duties of the Commission. Represent the Commission to the Ministerial Committee and the Task Team.</p>	
	TFCA Task Groups			
Great Limpopo TFCA	Ministerial Committee	Ministers mandated by respective Parties	<p>Overall policy guidance for the management of the TFP. Rotational chairing of annual meetings. Monitoring the effectiveness of</p>	Sourcing of funds required to achieve effective implementation of the Joint Management Plan shall be done either directly or

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			implementation of the Joint Management Plan	indirectly from the National Implementing Agencies of each Party, donor agencies, aid agencies, or other means approved by the Ministerial Committee. Administration of funds to rest with the source with the JMB deciding on priorities necessary to ensure achievement of the objectives of the Treaty.
	Joint Management Board	Two from each of the National Implementing Agencies of the Parties. One from the national institutions responsible for borderline control of the Parties. One appointed as deemed fit by each of the Parties	Periodic revision and implementation of the Joint Management Plan for the TFP. Determine mechanisms for administering funds received for the TFP. Identifying financial needs and sourcing funds required for the achievement of the Joint Management Plan. Establish such committees as may be necessary. Report to the Ministerial Committee. Meet quarterly with rotational chair.	
	The Co-ordinating Party	To be recommended by the JMB with final designation by the Ministerial Committee.	To serve for a period of two years on a rotational basis. Coordinate activities associated with management of the TFP. Ensure the JMB is sustained with full representation and a working programme focused on achieving the objectives of the TFP. Coordinate, with full stakeholder consultation, the implementation and periodic revision of the Joint Management Plan for the TFP, in accordance with	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>relevant regional and international treaties and protocols. Prepare reports for the Ministerial Committee and the JMB. Facilitate the convening of meetings held to give effect to this Treaty. Liaise with Parties in identifying sources of funding and joint activities that require funding.</p>	
/Ais/Ais-Richtersveld Transfrontier Park	Bilateral Ministerial Committee	Ministers mandated by the respective Parties.	<p>Overall policy guidance in the management of the TFP. Meet at least once a year and rotate the Chair. Monitor the effectiveness of the implementation of the Joint Management Plan. Appoint and dissolve the Joint Management Board.</p>	<p>Sourcing of funds required to achieve effective implementation of the Joint Management Plan shall be done either directly or indirectly from the National Implementing Agencies of each Party, donor agencies, aid agencies, or other means approved by the Ministerial Committee. Administration of funds to rest with the source with the JMB deciding on priorities necessary to ensure achievement of the objectives of the Treaty.</p>
	Joint Management Board	Two representatives from each of the National Implementing Agencies of the Parties of which one in the case of South Africa shall be a community member of the Richtersveld Management Committee. One representative each from the national	<p>Periodic revision and implementation of the Joint Management Plan for the TFP. Determine mechanisms for administering funds received and revenues generated specifically for the TFP. Identifying financial needs and sourcing such funds as are required to achieve the effective implementation of the Joint Management Plan. Establish such committees as may be</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		<p>institutions responsible for border control of the Parties. Two additional representatives appointed by each Party.</p>	<p>necessary. Provide reports to the Bilateral Ministerial Committee. Ensure stakeholder collaboration. bBe responsible for the coordination of the TFP. Meet on a quarterly basis and rotational Chair.</p>	
	Co-ordinating Party	To be recommended by the JMB with final designation by the Ministerial Committee.	<p>To serve for a period of two years on a rotational basis. Coordinate activities associated with management of the TFP. Ensure the JMB is sustained with full representation and a working programme focused on achieving the objectives of the TFP. Coordinate, with full stakeholder consultation, the implementation and periodic revision of the Joint Management Plan for the TFP, in accordance with relevant regional and international treaties and protocols. Prepare reports for the Ministerial Committee and the JMB. Facilitate the convening of meetings held to give effect to this Treaty. Liaise with Parties in identifying sources of funding and joint activities that require funding.</p>	
Kavango Zambezi Transfrontier Conservation Area	Ministerial Committee	Ministers responsible for the National Implementing Agents and the Executive Secretary of SADC.	<p>Meet at least twice a year with a two year rotational Chair with co-Chair of hosting country. Providing political leadership and guidance in all matters related to the establishment,</p>	<p>ARTICLE 17: Resources 1. The KAZA TFCA shall be responsible for the mobilisation of its own and other resources required for the implementation</p>

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>development and management of the KAZA TFCA.</p> <p>Approve programmes, plans and strategy documents developed for the KAZA TFCA, their respective budgets and financial reports.</p> <p>Facilitating resolution of any implementation constraints that may arise and ensure that the momentum of establishing and developing the KAZA TFCA is sustained.</p> <p>Ensuring that the KAZA TFCA is developed as a Conservation and tourism development programme from which the Partner States can derive social and economic benefits while observing the principles of sustainable development, accountability, equality, equity, transparency and mutual respect.</p> <p>The Chairperson, shall be responsible for:</p> <ol style="list-style-type: none"> a. providing leadership in driving the KAZA TFCA planning and development processes and where necessary expediting decision making on behalf of the other Partner States; b. monitoring the operations of the KAZA TFCA Secretariat and ensuring that it delivers against expected outputs through the JMC; c. acting as the focal point for the KAZA TFCA and ensuring that the momentum of its establishment is sustained and enhanced; d. mobilizing resources, both financial and 	<p>of its programmes and projects.</p> <ol style="list-style-type: none"> 2. The KAZA TFCA shall create such institutions as may be necessary for the effective mobilisation and efficient application of resources for the development of the KAZA TFCA. 3. Resources acquired by the KAZA TFCA by way of contributions, loans, grants or gifts, shall be the property of the KAZA TFCA. 4. The resources of the KAZA TFCA shall be made available to the disposition of the Partner States in pursuance of the objectives of this Treaty, on terms and conditions mutually agreed between the KAZA TFCA and the Partner States involved. 5. Resources of the Partner States shall be utilised in the most efficient and equitable manner. <p>ARTICLE 18: Assets</p> <ol style="list-style-type: none"> 1. Property, both movable and immovable, acquired by or on behalf of the KAZA TFCA shall constitute the assets of the KAZA TFCA, irrespective of their location. 2. Assets acquired by the KAZA TFCA shall be accessible to all Partner States on an equitable basis subject to the provisions of

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>technical, to facilitate the development of the KAZA TFCA from donor agencies and other development partners including the convening of donor conferences;</p> <p>e. facilitating the participation of international development partners in implementing programmes and activities to develop the KAZA TFCA;</p> <p>f. ascertaining that proper and appropriate arrangements are made for convening and hosting meetings of the Ministerial Committee, Committee of Senior Officials and the JMC;</p> <p>g. facilitating the execution of tasks and implementation of decisions expeditiously and ensuring that the Partner States do not miss out on opportunities that can benefit the KAZA TFCA; and</p> <p>h. convening meetings of the Ministerial Committee, Committee of Senior Officials and the JMC or any other forum involving the participation of all Partner States.</p>	<p>this Treaty.</p> <p>ARTICLE 19: Funds The funds of the KAZA TFCA shall consist of contributions of Partner States, income from the KAZA TFCA enterprises and receipts from regional and non-regional sources.</p> <p>ARTICLE 20: The KAZA TFCA Fund 1. There is hereby established a special fund of the KAZA TFCA to be known as the KAZA TFCA Fund in which shall be accounted receipts and expenditure of the KAZA TFCA relating to the development of the KAZA TFCA. 2. The KAZA TFCA Fund shall, subject to this Treaty, consist of contributions of Partner States and receipts from regional and non-regional sources, including the Private Sector, civil society, and Non-Governmental Organisations. 3. The Committee of Senior Officials shall determine the modalities for the institutionalization, operation and management of the KAZA TFCA Fund. 4. The KAZA TFCA Fund shall be governed in terms of financial</p>
	Committee of Senior Officials	Permanent Secretaries or officials of equivalent rank of the National Implementing Agents and a representative of comparable rank from SADC.	<p>Meet precede the meetings of the Ministerial Committee and be chaired by the country holding the Chairpersonship of the KAZA TFCA and co-chaired by the country hosting the meeting. The Committee of Senior Officials shall be responsible for:</p> <p>a. translating the decisions of the Ministerial Committee into operational activities, guidelines and strategies;</p> <p>b. monitoring progress in the development and management of the</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>KAZA TFCA and guiding its development;</p> <p>c. providing advice on matters related to the development of the KAZA TFCA to the Ministerial Committee;</p> <p>d. processing all documentation for the consideration of the Ministerial Committee;</p> <p>e. identifying and sourcing funds to develop the KAZA TFCA;</p> <p>f. overseeing and monitoring the management and disbursement of financial resources availed to the KAZA TFCA;</p> <p>g. providing overall policy guidance and direction on all matters related to the KAZA TFCA management ranging from stakeholder consultation to Natural and Cultural Heritage Resources management, socio-economic matters, immigration, safety and security and other matters as appropriate;</p> <p>h. harmonizing the expectations and aims of the Partner States with respect to the management and development of the KAZA TFCA; and</p> <p>i. supervising the activities of the JMC.</p>	<p>regulations made in accordance with Article 23 of this Treaty.</p> <p>ARTICLE 21: The Budget</p> <p>1. The budget of the KAZA TFCA shall be funded by financial contributions made by Partner States, and such other sources as may be determined by the Committee of Senior Officials.</p> <p>2. Partner States shall contribute to the budget of the KAZA TFCA based upon a formula agreed upon by the Committee of Senior Officials.</p> <p>3. The KAZA TFCA Secretariat shall cause to be prepared, estimates of revenue and expenditure for the KAZA TFCA, and submit them to the Committee of Senior Officials, not less than three (3) months before the beginning of the financial year.</p> <p>4. The Committee of Senior Officials shall approve the estimates of revenue and expenditure before the beginning of the financial year.</p> <p>5. The financial year of the KAZA TFCA shall be determined by the Committee of Senior Officials.</p>
	Joint Management Committee	The Partner States shall appoint two and the SADC Secretariat shall appoint one individual to the JMC.	<p>Meet quarterly or more frequently if required with a rotational Chair and host. The responsibilities of the JMC shall be to:</p> <p>a. administer, manage and develop the KAZA TFCA under the guidance of the KAZA TFCA Committee of Senior Officials;</p> <p>b. formulate action plans and strategy protocols for the management and</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>development of the KAZA TFCA;</p> <p>c. ensure stakeholder participation in the overall planning and development of the KAZA TFCA;</p> <p>d. monitor activities of Stakeholders or institutions involved in the planning and development of the KAZA TFCA, in particular, but not limited to the field of immigration, customs, veterinary health, archaeology, culture, Natural Resources, tourism and security;</p> <p>e. monitor the operations of the KAZA TFCA Secretariat and ensuring that it delivers against expected outputs;</p> <p>f. establish and oversee the activities of ad hoc Specialist Advisory Groups with terms of reference determined by the JMC which shall include the following:</p> <p>i. advise the JMC on issues within areas of their specialization;</p> <p>ii. represent the interests of the different sections of society in each Partner State in the planning and development of the KAZA TFCA;</p> <p>iii. collect information and prepare specialist reports to facilitate the development of the KAZA TFCA; and</p> <p>iv. facilitate exchange of information on matters of mutual interest among the Partner States.</p>	
	Secretariat	Executive Director accountable to the Ministerial Committee through the Committee of	<p>The responsibilities of the Secretariat shall be to:</p> <p>a. drive and co-ordinate the daily activities associated with the planning and</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		<p>Senior Officials and JMC. Other staff as may be determined by the Ministerial Committee with equitable representation from Partner States and gender balance</p>	<p>development of the KAZA TFCA;</p> <p>b. ensure that an effective JMC and Specialist Advisory Groups are established with full representation, and that a working programme focused on achieving the objectives of the KAZA TFCA is sustained;</p> <p>c. co-ordinate the drafting and implementation of an effective action plan for achieving the objectives of the KAZA TFCA, with full participation of the relevant Stakeholders;</p> <p>d. ensure that appropriate processes and procedures in planning and developing the KAZA TFCA are followed in accordance with relevant regional protocols and international Treaties;</p> <p>e. prepare reports on resolutions and directives emanating from the Ministerial Committee, Committee of Senior Officials and the JMC;</p> <p>f. facilitate the convening of meetings of the KAZA TFCA Committees and serve as secretariat for these committees;</p> <p>g. liaise with the JMC in identifying activities that would require funding and assist with the mobilization of resources;</p> <p>h. foster collaboration and linkages with other organizations;</p> <p>i. provide regular management and financial progress reports; and</p> <p>j. carry out any other assignments deemed necessary for achieving the objectives of the KAZA TFCA Committees.</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
	National Committees	The National Committees shall be established by the respective Partner States who shall determine the operations and composition of its National Committee.	The responsibilities of the National Committees shall be to: a. coordinate the implementation of national and local level programmes for integrated and coordinated planning development and management of the KAZA TFCA; b. facilitate the participation and involvement of relevant Stakeholders in the overall planning processes of the KAZA TFCA and particularly in the formulation of KAZA TFCA policies, preparation of management and development plans and other essential planning documents; c. safeguard the interests and aspirations of the various Stakeholders and ensure that there is local level input in the KAZA TFCA planning and implementation processes; d. promote awareness of the KAZA TFCA amongst various stakeholder groups; e. ensure that Local Communities derive equitable benefits from the KAZA TFCA; and f. ensure that, at the local level, activities of the KAZA TFCA are complementary and aligned to existing Conservation and development strategies.	
Malawi-Zambia Transfrontier Conservation Area	Ministerial Committee	Ministers responsible for the National Implementing Agents and the Executive Secretary of SADC.	Meet at least once a year or more often if necessary with a rotational chair and co-chair by country hosting the meeting. Provide leadership and guidance in all matter related to the establishment, development and management of the	Article 16: Resources 1. Partner States shall be responsible for the mobilisation of resources required for the implementation of programmes and projects.

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>TFCA. Approve plans, programmes and strategy documents developed for the TFCA and their respective budgets and financial reports. Facilitate resolution of any implementation constraints and ensure momentum is sustained. Ensure that the TFCA is developed as a conservation and tourism development programme from which Partner States can derive social and economic benefits while observing the principles of sustainability, equality, equity, transparency and mutual respect. The Chairperson shall: Provide leadership in driving the TFCA planning and development processes and expedite decision making on behalf of the other Partner State. Monitor the operations of the TFCA Secretariat and ensure delivery against expected outputs through the JMC. Act as the focal point for the TFCA and sustain and enhance momentum. Mobilize technical and financial resources from donor agencies and other development partners for the development of the TFCA, including convening donor conferences. Facilitate the participation of international development partners in implementing programmes and activities to develop the TFCA.</p>	<p>2. Partner States shall put in place mechanisms necessary for the effective mobilisation and efficient application of resources for the development of the TFCA. 3. The resources acquired for the Partners States for the purposes of the TFCA by way of contributions, loans, grants or gifts shall be the property of the respective National Implementing Agents. 4. The resources acquired shall be: a) made available rto the disposition of the respective National Implementing Agents in pursuance of the objectives and the Treaty, on terms and conditions mutually agreed between the Partner States, and b) utilised in the most efficient and equitable manner.</p> <p>Article 17: Assets 1. Property, both movable and immovable, acquired by or on behalf of the TFCA shall constitute the assets of the respective National Implementing Agents, irrespective of their location. 2. Assets acquired by the National Implementing Agents shall be accessible to all Partner States on an equitable basis subject to the provisions of this Treaty.</p>

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
	Committee of Senior Officials	Permanent Secretaries or officials of equivalent rank of the National Implementing Agents and a representative of comparable rank from SADC.	<p>Ascertain that proper and appropriate arrangements are made for convening and hosting meetings of the Ministerial Committee, Committee of Senior Officials and the JMC.</p> <p>Facilitate the execution of tasks and implementation of decisions expeditiously to ensure Partner States do not miss opportunities that could benefit the TFCA.</p> <p>Convene meetings of the Ministerial Committee, Committee of Senior Officials and the JMC or any other forum involving the two Partner States.</p> <p>Meet precede the meetings of the Ministerial Committee and be chaired by the country holding the Chairpersonship of the TFCA and co-chaired by the country hosting the meeting.</p> <p>The Committee of Senior Officials shall be responsible for:</p> <ol style="list-style-type: none"> translating the decisions of the Ministerial Committee into operational activities, guidelines and strategies; monitoring progress in the development and management of the TFCA and guiding its development; providing advice on matters related to the development of the TFCA to the Ministerial Committee; processing all documentation for the consideration of the Ministerial Committee; identifying and sourcing funds to develop the TFCA; 	<p>Article 18: The Malawi-Zambia TFCA Fund</p> <ol style="list-style-type: none"> There is hereby established a special fund of the TFCA to be known as the Malawi-Zambia TFCA Fund in which shall be accounted receipts and expenditure of the TFCA relating to the development of the TFCA. The Malawi-Zambia TFCA Fund shall, subject to this Treaty, consist of contributions of Partner States and receipts from regional and non-regional sources, including the Private Sector, civil society, and Non-Governmental Organisations. The Committee of Senior Officials shall determine the modalities for the institutionalization, operation and management of the Malawi-Zambia TFCA Fund. The Malawi-Zambia TFCA Fund shall be governed in terms of financial regulations made in accordance with Article 21 of this Treaty. <p>ARTICLE 19: The Budget</p> <ol style="list-style-type: none"> The budget of the Malawi-Zambia TFCA shall be funded by financial contributions made by

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>f. overseeing and monitoring the management and disbursement of financial resources availed to the TFCA;</p> <p>g. providing overall policy guidance and direction on all matters related to the TFCA management ranging from stakeholder consultation to Natural and Cultural Heritage Resources management, socio-economic matters, immigration, safety and security and other matters as appropriate;</p> <p>h. harmonizing the expectations and aims of the Partner States with respect to the management and development of the TFCA; and</p> <p>i. supervising the activities of the JMC.</p>	<p>Partner States, and such other sources as may be determined by the Committee of Senior Officials.</p> <p>2. Partner States shall contribute to the budget of the Malawi-Zambia TFCA based upon a formula agreed upon by the Committee of Senior Officials.</p> <p>3. The Malawi-Zambia TFCA Secretariat shall cause to be prepared, estimates of revenue and expenditure for the Malawi-Zambia TFCA, and submit them to the Committee of Senior Officials, not less than three (3) months before the beginning of the financial year.</p> <p>4. The Committee of Senior Officials shall approve the estimates of revenue and expenditure before the beginning of the financial year.</p> <p>5. The financial year of the Malawi-Zambia TFCA shall be determined by the Committee of Senior Officials.</p>
	Joint Management Committee	The Partner States shall appoint three and the SADC Secretariat shall appoint one individual to the JMC.	<p>Meet quarterly or more frequently if required with a rotational Chair and host. The responsibilities of the JMC shall be to:</p> <p>a. administer, manage and develop the TFCA under the guidance of the TFCA Committee of Senior Officials;</p> <p>b. formulate action plans and strategy protocols for the management and development of the TFCA;</p> <p>c. ensure stakeholder participation in the overall planning and development of the TFCA;</p> <p>d. monitor activities of Stakeholders or institutions involved in the planning and development of the TFCA, in particular, but not limited to the field of immigration, customs, veterinary health, archaeology, culture, Natural Resources, tourism and</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>security;</p> <p>e. monitor the operations of the TFCA Secretariat and ensuring that it delivers against expected outputs;</p> <p>f. establish and oversee the activities of ad hoc Specialist Advisory Groups with terms of reference determined by the JMC which shall include the following:</p> <p>i. advise the JMC on issues within areas of their specialization;</p> <p>ii. represent the interests of the different sections of society in each Partner State in the planning and development of the TFCA;</p> <p>iii. collect information and prepare specialist reports to facilitate the development of the TFCA; and</p> <p>iv. facilitate exchange of information on matters of mutual interest among the Partner States.</p>	
	Secretariat	<p>International Coordinator accountable to the Committee of Senior Officials through the JMC and holding office for three years on a rotational basis between the Partner States.</p> <p>Other staff may be included from time to time as determined by the Ministerial Committee.</p>	<p>The responsibilities of the Secretariat shall be to:</p> <p>a. drive and co-ordinate the daily activities associated with the planning and development of the TFCA;</p> <p>b. ensure that an effective JMC and Specialist Advisory Groups are established with full representation, and that a working programme focused on achieving the objectives of the TFCA is sustained;</p> <p>c. co-ordinate the drafting and implementation of an effective action plan for achieving the objectives of the TFCA, with full participation of the relevant</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>Stakeholders;</p> <p>d. ensure that appropriate processes and procedures in planning and developing the TFCA are followed in accordance with relevant regional protocols and international Treaties;</p> <p>e. prepare reports on resolutions and directives emanating from the Ministerial Committee, Committee of Senior Officials and the JMC;</p> <p>f. facilitate the convening of meetings of the TFCA Committees and serve as secretariat for these committees;</p> <p>g. liaise with the JMC in identifying activities that would require funding and assist with the mobilization of resources;</p> <p>h. foster collaboration and linkages with other organizations;</p> <p>i. provide regular management and financial progress reports; and</p> <p>j. carry out any other assignments deemed necessary for achieving the objectives of the TFCA Committees.</p>	
	National Committees	The National Committees shall be established by the respective Partner States who shall determine the operations and composition of its National Committee.	<p>The responsibilities of the National Committees shall be to:</p> <p>a. coordinate the implementation of national and local level programmes for integrated and coordinated planning development and management of the TFCA;</p> <p>b. facilitate the participation and involvement of relevant Stakeholders in the overall planning processes of the TFCA and particularly in the formulation of TFCA</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>policies, preparation of management and development plans and other essential planning documents;</p> <p>c. safeguard the interests and aspirations of the various Stakeholders and ensure that there is local level input in the TFCA planning and implementation processes;</p> <p>d. promote awareness of the TFCA amongst various stakeholder groups;</p> <p>e. ensure that Local Communities derive equitable benefits from the KAZA TFCA; and</p> <p>f. ensure that, at the local level, activities of the TFCA are complementary and aligned to existing Conservation and development strategies.</p>	
	Local Advisory Committees	Representatives of local communities and local governments and established by the National Implementing Agents to provide input into TFCA management process.	<p>Provide advice to National Implementing Agents on local development, political and traditional issues pertaining to the design and implementation of the Joint Management Plan</p> <p>Act as a bridge between the National Implementing Agents, local governments and local communities.</p>	
Maloti-Drakensberg Transfrontier Conservation and Development Area	The Ministerial Committee	Ministers designated by the Parties	<p>Overall policy guidance in the management of the MDTFCA. Meet at least once a year. Rotate meeting venues between the two countries with host as Chair. Monitor effectiveness of the implementation of the MDTFCA Development and Tourism Strategy.</p>	Sourcing of funds necessary to achieve effective implementation of the Conservation and Development Strategy and others, will be done directly or indirectly by the appointed Competent Authority of each Party, donor agencies, aid agencies or any other means approved by the Ministerial Committee.

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
				<p>Parties shall contribute equally towards any costs associated with the implementation of this MoU. The administration of funds will be by the Financial Departments or equivalent of each Competent Authorities of the Parties and the BSC to decide on priorities. Parties may spend their own financial resources anywhere in the MDTFCA subject to domestic laws.</p>
	<p>The Bilateral Coordinating Committee</p>	<p>Representatives nominated by each Party: Lesotho: MTCE (Chair) Ministry of Agriculture and Food Security Ministry of Finance and Development Planning Ministry of Home Affairs and Public Security Ministry of Local Government and Chieftainship Affairs Ministry of Foreign Affairs and International Relations Ministry of Forestry and Land Reclamation South Africa: DEA&T (Chair) EKZNW Eastern Cape Dept. of Economic Development</p>	<p>Co-opt additional members and establish sub-committees and/or working groups. Provide the Parties with a forum for discussion and coordination regarding the conservation and sustainable development of the MDTFCA. Provide strategic direction. Facilitate cooperation and integration of activities as may be delegated by the Ministerial Committee. Serve as a forum for discussion and resolution of cross-border disputes in the MDTFCA. Provide advice and recommendations on proposed conservation and development programmes, projects and activities in the MDTFCA. Propose the MDTFCA to be designated as protected or subjected to other land use controls. Monitoring conservation and development in the MDTFCA.</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		<p>and Environmental Affairs Free State Dept. of Tourism, Environment and Economic Affairs SANParks Representative of the Safety and Security departments.</p>	<p>Coordinating and exchanging relevant information. Promoting scientific, environmental, economic, cultural, recreational and social activities related to the MDTFCA. Consider and approve annual work plans proposed by the LCC and SACC. Review progress reports. The BCC shall determine its own meeting times, rules and procedures, frequency and venue for meetings providing that it meet at least once every six months, and shall be co-chaired by the Principle Secretary of MTEC and the DG of DEA&T or persons delegated.</p>	
	National Coordinating Committees	Both the LCC and the SACC shall consist of representatives of the Ministries listed above and may invite representatives of NGOs, CBOs and the private sector.	<p>Both the LCC and the SACC shall be responsible for: Overall coordination of activities. Financial management and procedures. Review of annual work plans and budgets for project activities. M&E Preparation of quarterly and annual reports. Liaison with the BCC. Consider and approve annual work plans of the National Coordinating Units. Shall be chaired by the Principle Secretary of MTEC for Lesotho and the DG of DEA&T for SA or their delegates and shall meet at least quarterly.</p>	
	National Implementation Units	The size and composition of the Units shall be identified needs in each country in	Coordinate all activities associated with the sustainable management of the MDTFCA in each country.	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		<p>consultation with the other Party.</p> <p>Each Party shall determine the term of office of the Units and be responsible for their funding.</p>	<p>Periodically revise the MDTFCA Strategy and Action Plan in consultation with all stakeholders and both Parties.</p> <p>Facilitate effective functioning of the NCCs.</p> <p>Develop annual work plans for approval by the NCCs.</p> <p>Apply processes and procedures in accordance with relevant regional and international treaties and protocols.</p> <p>Prepare reports for the National and Bilateral Coordinating Committees.</p> <p>Facilitate the convening of all meetings held to give effect to the MoU.</p> <p>Liaise with the Parties to identify sources of funding for joint activities.</p> <p>Ensure periodic and timely review and updating of the 20-year Conservation and Development Strategy and Action Plans and related Strategies like the tourism and security in consultation with the Parties.</p>	
Iona-Skeleton Coast Transfrontier Park	Bilateral Ministerial Committee	Ministers responsible for the National Implementing Agents.	<p>Meet at least once a year on a rotational basis.</p> <p>Monitoring progress.</p> <p>Facilitate resolution of implementation constraints.</p> <p>Provide political leadership policy guidance and direction.</p> <p>Ensure the development of the TFP as a conservation and tourism development programme deriving social and economic benefits within the principles of accountability, equality, transparency and mutual respect.</p>	The funds of the TFCA shall consist of contributions of the Partner Countries, income from the TFP enterprises and receipts from regional and non-regional sources

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
	Joint Management Committee	Partner Countries shall each appoint four individuals.	<p>JMC meetings to be hosted at least twice a year and chaired on a rotational basis.</p> <p>Periodic revision and implementation of the Joint Management Plan.</p> <p>Administer, manage and develop the TFCA under the guidance of the BMC.</p> <p>Formulate action plans and strategy protocols.</p> <p>Harmonize the expectations and aims of the partner countries.</p> <p>Ensure stakeholder participation in planning and development.</p> <p>Monitor the management and development of the TFP.</p> <p>Report to the BMC and translate BMC decisions into operational activities, guidelines and strategies.</p> <p>Monitor activities of stakeholders or institutions involved in the planning and development of the TFP.</p>	
	Coordinating Country		<p>Coordinate activities on a two rotational basis.</p> <p>Provide leadership in driving the TFP planning and development processes and expedite decision making on behalf of the other Partner Country.</p> <p>Monitor operations and ensure delivery against expectations.</p> <p>Relevant Ministry to serve as Focal Point and ensure that the momentum for establishment is sustained and enhanced.</p> <p>Mobilise financial and technical resources from donors and other development</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>partners, including the convening of donor conferences.</p> <p>Facilitate the participation of international development partners.</p> <p>Convene and host meetings of the BMC and JMC.</p> <p>Facilitate execution of tasks and implementation of decisions to ensure that the Partner Countries so not miss out on opportunities that can benefit the TFP.</p>	
	Secretariat	Executive Director and other staff as determined by the BMC ensuring equitable representation of both Partner Countries.	<p>Drive and coordinate the daily activities associated with the planning and development of the TFP.</p> <p>Coordinate the drafting and implementation of an effective actions plan.</p> <p>Ensure appropriate processes and procedures in planning and development of the TFCA according to regional protocols and international treaties.</p> <p>Prepare reports on resolutions and directives emanating from the BMC and JMC.</p> <p>Facilitate the convening of meetings of the TFCA committees and forums.</p> <p>Liaise with the JMC in identifying activities that would require funding and assist with the mobilization of resources.</p> <p>Foster collaboration and linkages with other organizations at all levels.</p> <p>Provide quarterly management and financial progress reports.</p> <p>Carry out any other assignments deemed necessary for achieving the objectives and</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			the TFCA.	
Chimanimani Transfrontier Conservation Area	Bi-lateral Ministerial Committee	Delegated Minister	Overall policy guidance Rotational chair Meet at least annually Monitor progress	
	Technical Committee	Senior representatives of competent authorities and/or respective Ministries	Interpret political directives into operational guidelines and policies. Approve action plans. Harmonise expectations and aims. Monitor implementation. Prepare reports for the Ministerial Committee.	The Technical Committee shall be responsible for identifying financial needs and sourcing funding either from the Accredited Competent Authorities, donor or other approved means, but will not be involved in the administration of funds.
	Co-ordinating Party	Recommended by the Technical Committee and final designation by the Ministerial Committee. Appointed for a two year period on a rotational basis	Coordinate planning and implementation of the TFCA. Establish the Working Group and ensure implementation of a working programme. Coordinate compilation and implementation of an effective Action Plan in consultation with stakeholders. Prepare reports on implementation of directives from the Ministerial and Technical Committees. Facilitate the convening of the various committees. Liaise with all parties in the identification of joint actions that require funding and identify sources of funding.	
	Working Group	Representatives appointed by the accredited competent authorities of the Parties.	Implementation of Action Plan. Ensure full stakeholder participation in preparation of policy recommendations, resource management plans and other relevant documents. Liaise and collaborate with other regional	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>initiatives. Provide feedback and progress reports to the Technical Committee.</p>	
Niassa-Selous Ecosystem	Ministerial Committee	Ministers appointed by the Parties	<p>Meet annually and chaired on a rotational basis. Provide POLICY guidance on the management of the Niassa-Selous ecosystem.</p>	No reference to funding provided.
	Joint Management Council	<p>Mozambique: The ANAC General Director, the Land, Environment and Rural Development Provincial Director, the Niassa national Reserve Warden and a Local Community Representative. Tanzania: The Tanzanian Wildlife Authority Director, Forest Director, Tourism Director, a Regional Commissioner, and a Local Community Representative.</p>	No clear responsibilities indicated except reference to technical discussions on the co-management of the Niassa-Selous ecosystem.	
	Coordination Unit	Niassa National Reserve Warden and the Selous Game Reserve Project Manager to meet at least three times a year.	<p>Coordinate activities for the co-management of the Niassa-Selous ecosystem. Ensure full representation of all relevant stakeholders. Prepare reports for the Ministerial Committee and JMC. Coordinate with all parties in the identification of joint activities.</p>	
CATEGORY B - PROPOSED				

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
Greater Mapungubwe Transfrontier Conservation Area	Trilateral Ministerial Committee	Ministers of the Department of Environment, Wildlife and Tourism (Botswana), of Environmental Affairs and Tourism (South Africa) and of Environmental and Tourism (Zimbabwe).	Finalise the draft International Treaty. Provide overall policy guidance. Chair the committee on a rotational basis. Meet once a year or more frequently if needed. Monitor progress. Make decisions by consensus.	Each government may, in accordance with its domestic policies, contribute financially towards the planning and development of the TFCA, through its normal budgeting procedures or any other sources. NGOs and stakeholders may raise funds towards the establishment and development of the TFCA but are under no obligation. All funding proposals will be developed in consultation with the TTC.
	Trilateral Technical Committee	Members from the national coordinating agencies, designated representatives of stakeholders and the TFCA Project Coordinator.	Translating decisions of the TMC into operational guidelines and policies. Identify steps required to establish the TFCA. Prepare reports and other documentation for the TMC. Negotiate and draft the Treaty for the establishment of the TFCA. Develop action plans for the establishment of the TFCA. Prepare a draft management and development plan for the proposed TFCA. Harmonise the expectations and aims of the Governments with respect to the establishment, future development and management of the proposed TFCA. Monitor the establishment of the proposed TFCA. Oversee the administration of funds generated for the establishment of the proposed TFCA. Ensure stakeholder participation in the planning and establishment. Monitor activities of role players and institutions in the planning and development of the proposed TFCA,	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>especially immigrations, customs, veterinary services, archaeology, cultural resources, tourism and security. Set up ad hoc committees for specific activities. Meet quarterly with a rotational chair and adopt its own rules of procedure.</p>	
	Advisory Committees	Representatives appointed by the Stakeholders in each country.	<p>Represent the interests of different sections of society regarding the planning and development of the proposed TFCA. Collect and pass on information on issues discussed in the TTC, receiving feedback and transmitting relevant information to different stakeholders. Facilitate discussion on matter of mutual interest between the different countries.</p>	
	Project Coordinator	To be appointed by the TMC on recommendation of the TTC.	<p>Promote efficiency, coordination and accountability in the TFCA planning and development process. In the absence of a dedicated coordinator:</p> <ul style="list-style-type: none"> • One of the governments will be designated as Project Leader to nominate a Project Coordinator for a maximum of two consecutive years. • Designation will rotate between the Governments. <p>The Project Coordinator will:</p> <ul style="list-style-type: none"> • Drive and coordinate the activities associated with the planning and development of the TFCA. • Ensure an effective TTC and Advisory Committees are established together with a full working programme. • Coordinate drafting of the International 	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>Treaty.</p> <ul style="list-style-type: none"> • Coordinate the drafting and implementation of an effective Action Plan. • Ensure that appropriate processes and procedures are followed in accordance with regional protocols and international treaties. • Prepare reports on key resolutions and directives emanating from the TMC and the TTC. • Facilitate the convening of meetings of the TFCA committees. • Liaise with the TTC in identifying activities that would require funding and identifying sources of funds. • Undertake assignments deemed necessary by any of the TFCA committees. 	
	National Coordinating Agencies			
Lower Zambezi Mana Pools Transfrontier Conservation Area	Ministerial Committee	Ministers responsible for the National Coordinating Agencies.	<p>Overall policy guidance for the establishment of the TFCA. Approve the Treaty before signing. Host meetings on a rotational basis at least annually chaired by the Coordinating Party. Monitor progress in the development of the TFCA.</p>	<p>Parties shall endeavour to jointly mobilise resources towards the establishment and development of the TFCA. Transparency related to resource mobilisation to be maintained at all times. All funding proposals to be developed in consultation with the JMC.</p>
	National Coordinating Agencies	Zambian Dept. of National Parks and Wildlife. Zimbabwean Parks and Wildlife Management Authority.	Facilitate the development of the TFCA through structures established to ensure stakeholder representation for the coordination of activities for the establishment of the TFCA.	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
	Committee of Senior Officials	Permanent Secretaries or officials of similar rank.	<p>Meetings to be held twice a year and chaired by the Coordinating Party.</p> <p>Translate decisions from the MC into operational activities, guidelines and strategies.</p> <p>Monitor progress in the development and management of the TFCA and guide its development.</p> <p>Advise the MC on matters relating to the development of the TFCA.</p> <p>Review and recommend all documentation for the consideration of the MC.</p> <p>Identify and source funding for the development of the TFCA.</p> <p>Oversee and monitor the management and disbursement of financial resources.</p> <p>Provide policy guidance and direction on all matters related to the management of the TFCA.</p> <p>Harmonise the expectations and the aims of the Parties re the management and development of the TFCA.</p> <p>Supervise the activities of the JMC.</p>	
	Joint Management Committee	<p>Members of the National Coordinating Agencies and designated representatives of Stakeholders.</p> <p>Members are to attend all meetings but where an alternate attends, they are to have the authority and mandate to act as a member of the JMC.</p>	<p>Meet at least three times a year and be chaired by the Coordinating Party.</p> <p>Translate decisions of the MC into operational guidelines and policies.</p> <p>Identify steps required for the establishment of the TFCA.</p> <p>Prepare reports and other documentation for the MC and COSO.</p> <p>Negotiate and draft the Treaty for the establishment of the TFCA.</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			<p>Develop action plans for the process leading up to the establishment of the TFCA.</p> <p>Prepare draft management and development plans for the TFCA.</p> <p>Coordinate progress with respect to the establishment of the TFCA.</p> <p>Oversee the administration of funds generated for the establishment of the TFCA.</p> <p>Ensure Stakeholder participation in the overall planning and establishment of the TFCA.</p> <p>Oversee the activities of the Secretariat, the JMC and the Specialist Working Groups and receive and evaluate reports submitted.</p> <p>Monitor the activities of important role-players and institutions in the planning and development of the TFCA, particularly, but not limited to immigration, customs, veterinary services, archaeology, cultural resource management, tourism development initiatives, security and boundary demarcation.</p> <p>Establish Specialist Working Groups for undertaking specific activities to facilitate the development of the TFCA.</p>	
	Joint Park Management Committee	<p>Members of the National Coordinating Agencies and designated representatives of Stakeholders.</p> <p>Members are to attend all</p>	<p>The JPMC shall report to the JMC.</p> <p>Coordinate joint management activities undertaken within the TFCA.</p> <p>Represent the interests of different sectors of society in the planning and</p>	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
		meetings but where an alternate attends, they are to have the authority and mandate to act as a member of the JPMC.	development of the TFCA. Collect and pass on information to the discussed at the JMC. Coordinate the activities of Stakeholders and local communities in the planning and development of the TFCA.	
	Secretariat	The Coordinating Party will function as a Secretariat.	Drive and coordinate the activities associated with the development of the TFCA. Serve as Secretariat for the MC, COSO, JMC, JPMC and Specialist Working Groups. Coordinate the drafting of the Treaty for presentation to the MC. Coordinate the drafting and implementation of an effective Action Plan for achieving the objectives of the MoU, with full participation of designated representatives of Stakeholders. Ensure the appropriate processes and procedures in planning and development of the TFCA are followed in accordance with regional protocols and international treaties. Prepare reports on key resolutions and directives emanating from the MC, COSO, JMC, JPMC and Specialist Working Groups. Facilitate the convening of national and bilateral TFCA meetings. Liaise with the JMC in the preparation of annual work plans, budgets and financing proposals. Liaise with designated representatives of Stakeholders. Undertake assignments deemed necessary	

NAME OF TFCA	COORDINATION MECHANISMS	COMPOSITION	RESPONSIBILITIES	FINANCING
			by any of the TFCA committees.	
	Specialist Working Groups		Undertake specialist activities as determined by the JMC to facilitate the development of the TFCA as and when required.	
	Coordinating Party	One Party designated on a rotational basis for a two year period commencing once the MoU comes into force.	Promote accountability and sustained momentum in the development of the TFCA. Coordinate activities associated with the planning and development of the TFCA.	

ANNEX B: Survey Designed to Obtain Perspectives from SADC TFCA Network Members

Assessment of SADCTFCA Coordination Mechanisms

The SADC Secretariat's Food, Agriculture and Natural Resources Directorate (FANR) and the SADC/GIZ Climate Resilience and Natural Resource Management Programme have commissioned me, Kevan Zunckel of Zunckel Ecological + Environmental Services, to analyse the current coordinating mechanisms for SADC TFCAs and to come up with recommendations for the best coordination mechanisms given the variety of circumstances and categories related to SADC TFCAs. In order to assist me with this assignment I would appreciate it if you could complete this questionnaire on or before Friday 17 November 2023.

If you have any questions regarding this assignment, please feel free to contact me via kevanzunckel@gmail.com.

Your responses will be kept confidential and no reference will be made to individuals in association with any responses provided. You are welcome to forward to me any documents you feel are relevant to this work as well.

If you are involved in more than one TFCA, then please complete a separate questionnaire for each one. If you are involved with transboundary conservation outside of the SADC region, then please ignore reference to SADC TFCAs and complete the questionnaire from your perspective.

Thank you in advance.

1. What is your involvement/role in SADC TFCAs? (Check all that apply.)

- Protected area management within a participating protected area.
- TFCA coordination.
- TFCA Country focal-point.
- NGO contributing to TFCA establishment and/or management.
- Independent practitioner providing specialist services in support of TFCA establishment and/or management.
- ICP supporting TFCAs
- Other

2. Which of the SADC TFP/CAs are you involved in? If you are involved in more than one, please complete a separate questionnaire for each of them.

3. For how many years have you been involved with SADC TFP/CAs? (Mark only one)

- Less than five years
- Between five to ten years
- Between ten to fifteen years
- Between fifteen to twenty years
- More than twenty years

4. What is/are the current coordination mechanism/s used for this TFP/CA? (Check all that apply.)

- Secretariat
- Ministerial Committee
- Joint Management Board
- Thematic Working Groups
- Joint Management Committee
- Other

5. How would you rate the effectiveness of the coordination mechanisms in terms of their ability to secure the long-term sustainability of the TFP/CAs? Please answer this question within the context of the mechanisms working together and not as individual structures in the governance hierarchy? (Mark only one)

- Highly effective
- Highly to moderately effective
- Moderately effective
- Effective to some degree
- Not effective

6. How often does the first tier of this coordination mechanism meet? (Mark only one)

- Quarterly
- Bi-annually
- Annually
- Other

7. How often does the second tier of this coordination mechanism meet? (Mark only one)

- Quarterly
- Bi-annually
- Annually
- Other

8. How often does the third tier of this collaborative governance mechanism meet? (Mark only one)

- Quarterly
- Bi-annually
- Annually
- Other

9. How often does the fourth tier of this collaborative governance mechanism meet? (Mark only one)

- Quarterly
- Bi-annually
- Annually
- Other

10. How are these coordination meetings funded? (Mark only one)

- Meetings are budgeted for and supported through a multi-lateral Special Purpose Vehicle.
- Participating countries budget for and support participation of their respective representatives.
- Some of the representatives are supported from national budgets while others require donor funding to cover their costs.
- These meetings are entirely supported by donor funding.
- Other.

11. Are there any lessons that have been learnt from the collaborative governance of this TFCA over the years of its existence that would be useful to note for this assignment and for sharing with other SADC TFCAs, such as advantages and disadvantages of the governance instrument and mechanisms used?

12. Do you have any additional thoughts or recommendations that you would like to make in regards to the most suitable collaborative governance instruments and mechanisms needed to enhance the viability of this TFCA?

ANNEX C: Summary of Responses from the survey and their scores

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination and Country FP	Ai-Ais/Richtersveld TFP - A	Ministerial Committee, JMB and Thematic WGs	Moderately effective = 3	National budgets and donor funding = 2		The lack of sustainable financing and human resources affects the operational work of the TFCA and the governance structures from meeting.	A day-to-day coordination mechanism would assist.
TFCA Country FP	ARTP - A	JMB	Highly to moderately effective = 4	National budgets and donor funding = 2		Cooperation ensures projects are finalized, responsive to requests	Cross border events to be implemented
TFCA Country FP	ARTP - A	JMB	Effective to some degree = 2	National budgets = 3		Planning is crucial, and so are resources, particularly staff to execute functions.	We still tend to manage the components of the different countries making up TFCAs as separate units that just get together to participate together in certain identified activities.
Average score			3	2.33	2.67		
Percentage of potential maximum score			60%	58%	59%		
TFCA Coordination	Chimanimani TFCA - A	Ministerial Committee, Thematic WGs and JMC	Not effective = 1	National budgets = 3		There is need for a National Coordinator to be recruited for the TFCA and the	Revival of structures as per the Agreement, Awareness campaigns to be conducted,

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
						partner states to agree on the modalities.	
Average score			1	3	2		
Percentage of potential maximum score			20%	75%	47.5%		
Independent practitioner	GLTFCA - A	JMB	Effective to some degree = 2				
PA management	GLTFCA - A	JMB	Effective to some degree = 2	National budgets and donor funding = 2		Consistency is key	Leadership and drive
PA management, TFCA Coord & TFCA FP	GLTFCA - A	International Coordinator	Effective to some degree = 2	National budgets and donor funding = 2		Lack of a warm body to drive momentum slows down progress and solidifies silos across the borders	A secretariat is necessary not just one person
NGO	GLTFCA - A Usuthu-Tembe-Futi - A	Thematic WGs and JMC	Moderately effective = 3	Donor funding = 1		TFCA rely on implementers on the ground. Biospheres are an effective way to stay connected to work on the ground	Let the high level governance remain but find a SPV to do geographic clusters or thematic clusters on the ground
PA management and NGO	GLTFCA - A	JMB, Thematic WGs and JMCs	Effective to some degree = 2	National budgets and donor funding = 2		The focus at the higher levels of TFCA governance should be on coordination and support rather	Create an enabling environment for implementers rather than top down approaches.

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
						than meetings driving top-down decisions.	
TFCA Coordination and Country FP	GLTFCA - A	Ministerial Committee, JMB, Thematic WGs, JPMC/node	Highly to moderately effective = 4	National budgets = 3		The advantage of an International Coordinator ensures the TFCA joint plan is implemented.	A full secretariat is being concluded, and this will further enhance the TFCA work. Fund raising will be one of the responsibilities of the Secretariat. The legal due diligence is currently underway.
NGO	GLTFCA - A	Ministerial Committee, JMB, Thematic WGs and JMCs	Moderately effective = 3	National budgets = 3		(i) functional and well represented national TFCA stakeholder group / committee important mechanism to feed into bilateral/trilateral discussions; (ii) functional joint operational committees important for implementation of TFCA - these must be well represented (including local key stakeholders	mechanisms need to be implementation focused with clear outputs and outcomes supported by clear and achievable resourcing / financing plan or strategy

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
						such as IPLCs) with clear mandates, well-structured joint operational plans with annual work plans and costed action plans; (iii) effective coordination mechanism / secretariat important for functional TFCA; (iv) thematic working groups must be output & outcome driven; (v) landscape level coordination around implementation and investment critical through establishment of multi stakeholder platforms	
TFCA Coordination	GLTFCA - A	Ministerial Committee, JMB, Thematic WGs	Highly Effective = 5	National budgets = 3			Need for remapping of boundaries through a participatory process.

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination	GLTFCA - A	Secretariat	Highly Effective = 5	Donor funding = 1		Collaborative governance has to be inclusive and coordinated through joint planning, strategies and frameworks. Institutional reform within the GLTFCA has greatly improved the operational efficiency through structured collaborative governance mechanisms.	
Average score			3.11	2.13	2.62		
Percentage of potential maximum score			62%	53%	57.5%		
TFCA Coordination	Greater Mapungubwe TFCA - B	Trilateral Technical Committee	Moderately effective = 3	National budgets = 3		Partner States to sign the Agreement to unlock potential	All the three governments to create a conducive environment that will encourage even the Technical officials to do their work and ensure the goals of the TFCA are met.
TFCA Coordination and Country FP	Greater Mapungubwe TFCA - B	Ministerial Committee and Tri-lateral Technical Committee	Effective to some degree = 2	National budgets = 3		This TFCA still requires the signing of a Treaty. No day-to-day coordination	Secretariat to be established

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
						of activities	
TFCA Coordination and Country FP	GMTFCA - B	Ministerial Committee, Thematic WGs and JMC	Moderately effective = 3	National budgets = 3		Lack of a Secretariat is problematic and no Treaty signed delays implementation	Need for a secretariat or international coordinator
Average score			2.67	3	2.84		
Percentage of potential maximum score			53%	75%	64%		
Independent practitioner	KAZA - A	Secretariat, Ministerial committee, JMB, Thematic WGs and JMC	Highly to moderately effective = 4	National budgets and donor funding = 2		The establishment of the Ministerial Committee made a big difference in getting things authorized.	The OKACOM process and other similar structures have operated for decades very effectively and their model should be looked at occasionally to see if any refinements have been made and that are relevant.
Independent practitioner	KAZA - A	Secretariat and Thematic WGs	Moderately effective = 3	Donor funding = 1		Establishment of thematic working groups is an effective mechanism	More government institution involvement in working groups

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination and Country FP	KAZA - A	Secretariat, Ministerial committee, JMB, Thematic WGs and JMC	Highly Effective = 5	SPV = 4		Presence of a secretariat to work on the TFCA activities on a day to day basis is very helpful. Resource mobilization becomes easy	
TFCA Coordination	KAZA - A	Secretariat, Ministerial Committee, Thematic WGs, JMC, Directors of Wildlife Meeting	Highly Effective = 5	National budgets and donor funding = 2		Collaborative governance is very important as it strengthens the capacity.	Process in TFCAs should be stakeholder driven.
Average score			4.25	2.25	3.25		
Percentage of potential maximum score			85%	56%	70.5%		
TFCA Country FP	Kgalagadi Trans-Frontier Park -A		Moderately effective = 3	National budgets and donor funding = 2		Meetings not properly coordinated, other activities not communicated to the department coordinating TFCA	This TFCA requires more attention, and introduction of cross border events
TFCA Coordination and Country FP	Kgalagadi Trans-Frontier Park -A	JMB	Moderately effective = 3	National budgets = 3		Lack of an International coordinator or secretariat hinders effectiveness of the TFCA	There is need of a Secretariat or international coordinator

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination and Country FP	Kgalagadi Trans-Frontier Park -A	Ministerial Committee, JMB and JPMC	Moderately effective = 3	National budgets = 3		Lack of day-to-day coordination is a disadvantage to the progress and enhancing of this TFCA.	A permanent coordination mechanism is needed to enhance.
Average score			3	2.67	2.84		
Percentage of potential maximum score			60%	67%	63.5%		
PA management, TFCA Coord & TFCA FP	LOZAMAP - C	Coordinating party with an appointed TFCA Programme Officer	Not effective = 1	National budgets and donor funding = 2		International Coordinator who is endorsed by both parties is a necessary interim measure	A Secretariat with a very Lean structure is important and ICPs can second additional capacity to strengthen it
Average score			1	2	1.5		
Percentage of potential maximum score			20%	50%	35%		
TFCA Coordination	Lubombo TFCA - A	JMC	Moderately effective = 3	National budgets and donor funding = 2		Coordination within the TFCA is quite difficult due to communication barriers.	The TFCA needs to have an international coordinator position to be created and funded.
TFCA Coordination and Country FP	Lubombo TFCA - A	Ministerial Committee, Trilateral Commission, JPMCs	Effective to some degree = 2	National budgets = 3		Once the International Coordinator had been let go, the TFCA structures have not met or been able to function properly. The Coordinating Country handover has also been	Appointment of an International Coordinator will assist drastically in the enhancement of the TFCA

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
						severely delayed as well.	
PA management, TFCA Coordination and Country FP	Lubombo TFCA - A	JMC	Effective to some degree = 2	Donor funding = 1		An international secretariat should be developed where the SADC secretariat model of quotas can be copied.	Member States on joint TFCA should respect the sovereignty of the other and staff turnover better managed.
Average score			2.33	2	2.16		
Percentage of potential maximum score			47%	50%	48.5%		
PA Manager and Country FP	MAZA TFCA - A	Secretariat, Ministerial committee and JMC	Highly to moderately effective = 4	National budgets and donor funding = 2		Need focus on alternative livelihoods to address crime as well as harmonisation of legal frameworks	Promotion of sustainable financing and frequent collaboration at all levels.
Average score			4	2	3		
Percentage of potential maximum score			80%	50%	65%		
NGO	Niassa-Selous - A	Informal at present	Effective to some degree = 2	Donor funding = 1			Need both diplomatic and bureaucratic oversight as well as technical and practical collaboration for ground impact
Average score			2	1	1.5		
Percentage of potential maximum score			40%	25%	32.5%		

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination and country FP	MDTP - A	Ministerial Committee, Thematic WGs and JMC	Effective to some degree = 2	National budgets = 3		The need to have a dedicated coordination unit in individual countries. Need to have sustainable in-country funding mechanisms and not depend on donor funding. Joint funding for joint activities. Poor intergovernmental relations and/or lack of political will challenges commitment to the TFCA initiatives.	Dedicated Coordination Units in each country. Ministerial Committees have a critical role to play in entrenching the spirit of collaboration and the TFCA values. There needs to be also rethinking of the role of the Coordination Units.
PA management	MDTP - A	JMC	Effective to some degree = 2	National budgets and donor funding = 2			
TFCA Country FP	MDTP - A	Thematic WGs	Highly Effective = 5	National budgets = 3			
TFCA Country FP	MDTP - A	Ministerial Committee, Thematic WGs and JMC	Moderately effective = 3	National budgets and donor funding = 2		Unequal country support of coordination units causes bias.	

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
TFCA Coordination and Country FP	MDTP - A	Ministerial Committee, National Coordinating Committee, Bilateral Coordinating Committee, Joint Thematic Working Groups and South African Coordinating Unit	Highly to moderately effective = 4	National budgets = 3		Permanent coord SA coord unit has kept processes going, but SA agencies are failing to support the unit financially. No coord unit in Lesotho.	The bilateral arrangements for a coordinating unit must be duplicated on both sides with sustainable financing.
TFCA Country FP	MDTP - A	Ministerial Committee, Thematic WGs, JMC and Country Coord Units	Highly to moderately effective = 4	National budgets = 3		A good coordinator is essential. Maintain funding streams from multiple agencies is difficult. Must have a system to include partners.	Sustainable funding and better community engagement essential.
Average score			3.33	2.33	2.83		
Percentage of potential maximum score			67%	58%	62.5%		

RESPONDENT CATEGORY	TFCA AND CATEGORY	CURRENT COORDINATING MECHANISMS	EFFECTIVENESS	FUNDING	AVE	LESSONS LEARNED	RECOMMENDATIONS
NGO		Secretariat, Thematic WGs and JMC	Moderately effective	National budgets and donor funding		There is very little engagement from some of the National TFCA focal points and the programs of work are therefore not always clear. This limits the opportunities for support for critical programs.	The annual sessions should be used as an opportunity to familiarise all stakeholders with the various thematic programs. A conference type event more than a networking event.
PA management	Greater Virunga Transboundary Collaboration	Secretariat, Ministerial Committee and Summit of Heads of State	Highly to moderately effective	National budgets and donor funding		Champion leader to encourage, support and guide Regional technical committees advise Secretariat.	Put into consideration the financial sustainability and the capacity of participating Parties.
TFCA Country FP	Botswana	JMC	Highly Effective	National budgets and donor funding		Learned that collaboration ensures projects are implemented.	Project implementation takes time, it will be beneficial to have TFCA international coordinators in each TFCAs
PA management	SADC TFCA	JMB	Highly to moderately effective	National budgets and donor funding			thematic working groups would assist in the coordination

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Intergovernmental Coordination through SADC Secretariat	All			Donor funding		The concerned countries are lacking thorough continuity due to constant change of teams that are meeting from time to time. This challenge is associated with the lack of coordinating Mechanisms for TFCAs	To be much more effective, it would highly recommended that Secretariats be the most supported as the suitable collaborative and coordination of the TFCAs. This approach would cater for the Institutional Memory Strengthened rather than International Coordinators and/or countries rotational coordination's approach.