

forestry, fisheries & the environment
Department:
Forestry, Fisheries and the Environment
REPUBLIC OF SOUTH AFRICA

Global Gateway

Co-funded by the European Union

german cooperation

Implemented by: giz

IUCN ifaw

South African NATIONAL PARKS

Setting the Scene

Facilitator: **Remie Asman,** Seychelles



Partnerships as a basis for resource mobilization

Patricio Ndadzela
IFAW



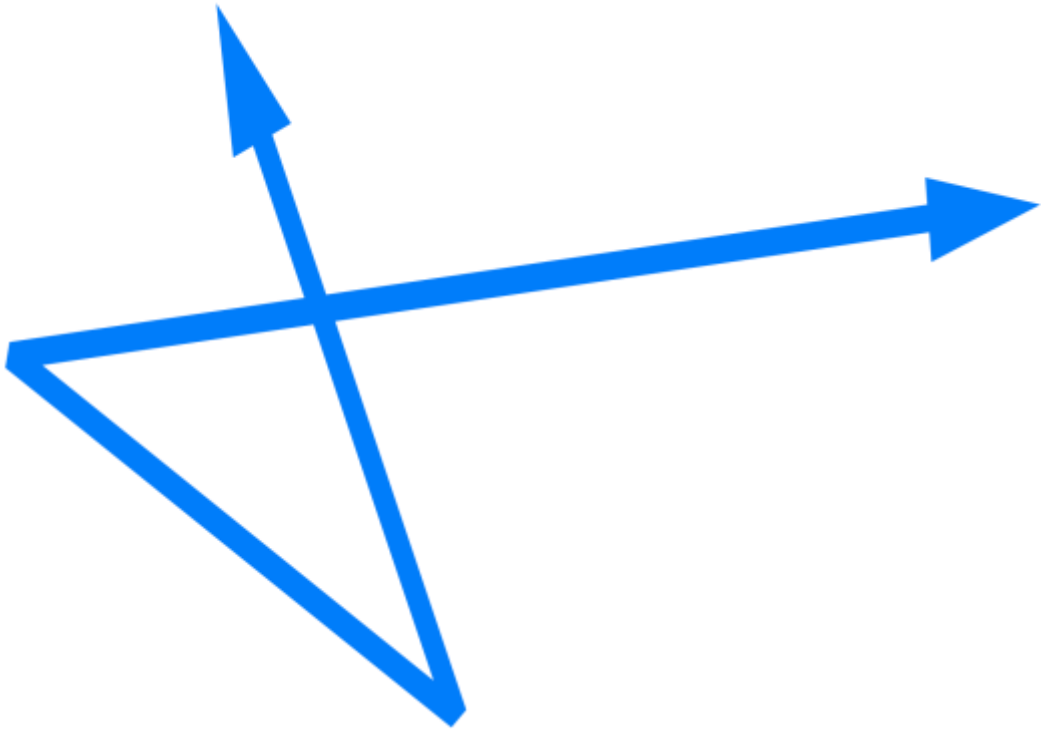
Beyond the grants

Partnerships as the basis for resource mobilisation: from projects to landscape investment in SADC TFCAs

SADC TFCA Forum
October 2026

pndadzera@ifaw.org
ifaw.org

Grant-funded projects



Landscape investment

Overview

Executive Summary

Money follows partnership. Scale follows long-term, landscape-level programmes.

- Partnerships are the investable unit. Governments, NGOs, communities, the private sector, academia, the media, and funders each hold a piece that no one else can supply.
- Co-design beats consultation. Plans that partners design and deliver together are the ones governments budget for and funders co-finance.
- Programs, not projects. Three- to five-year grants fund activities; landscapes need 15 to 25 years of patient, predictable capital.
- Systems unlock investment. Finance, procurement, legal vehicles, verification, and safeguards determine whether large sums of money go.
- Progress is a ladder. Grants build the track record that earns long-term funding, blended finance and, ultimately, landscape investment.

Who the partners are

Partnership landscape: Core groups

Each brings something that money alone cannot buy.

Government & TFCA bodies

Mandate, land and law. Wildlife authorities, finance ministries, SADC and TFCA secretariats.

NGOs & management partners

Technical skill, flexible capital and delivery: WWF, FZS, Peace Parks, African Parks, IFAW.

Communities & traditional leaders

Land rights, legitimacy and stewardship; conservancies and trusts that can earn revenue.

Private sector

Tourism operators, joint ventures, corporates and impact investors: markets and capital.

Academia & research

Evidence, monitoring and the independent verification outcome-based funders need.

Media

Public narrative and accountability: turning local results into national political priority.

Funders

Bilateral and multilateral agencies, DFIs, philanthropy and trust funds: they set the terms.

No partner can mobilise at landscape scale alone. The partnership is what investors/donors buy.

Strategic partnerships



Co-design and Co-Implementation.

Consultation produces plans; co-design produces plans that get funded.

Diagnose	Plan	Govern	Deliver	Learn
Shared problem definition and baseline	One costed plan, owned by the state	Written decision rights and joint boards	Shared delivery and shared accountability	Common indicators, open data, adaptation

Gonarezhou Conservation Trust, Zimbabwe

ZimParks and Frankfurt Zoological Society govern the park jointly through a trust. About three quarters of staff come from within 15 km of the boundary. The joint vehicle secured US$1m a year for at least 15 years from the Legacy Landscapes Fund.

Communal conservancies, Namibia

86 registered conservancies cover about 20% of Namibia. Communities co-implement under law, keep the returns, and partner with the private sector through joint-venture tourism, showing co-implementation at national scale.

Programs, not projects

Projects buy activities. Programmes buy outcomes.

	Project-based	Programme-based
Horizon	3–5 years, renewal uncertain	10–25 years, phased and predictable
Unit of value	Activities and outputs at one site	Outcomes across a landscape
Costs covered	Direct costs; overheads capped	Core and recurrent costs, including people
Governance	Donor reporting lines	Joint plan, joint board, shared metrics
Sources	One donor per project	A layered stack of public, private and own revenue
How it ends	A funding cliff	A planned transition to the next source

In practice: Germany, through KfW, has funded KAZA in successive phases since 2006, with Phase 4 signed in 2026. Continuity, not size, is what lets partners plan.

Patient Capital is already working in SADC TFCAs



SADC TFCA Forum
October 2026

Long-term Finance in Action

Five instruments, five SADC countries: patient capital is proven, not theoretical.

	Instrument and SADC example	What it solves
US$67m	Conservation trust fund. BIOFUND, Mozambique: national endowment; ~US$55m disbursed to conservation areas	Recurrent costs; national ownership
US$1m/yr	Long-term core funding. Legacy Landscapes Fund: 15+ years at Gonarezhou, North Luangwa, Skeleton Coast–Etosha	The three-to-five-year cliff
45 yrs	Long-tenure partnership. Gorongosa, Mozambique: 20-year PPP (2008) extended by 25 years to 2043	An investment horizon
US$21.6m	Debt conversion. Seychelles: debt swap created SeyCCAT and backed protecting 30% of the ocean	Links fiscal policy to nature
US$150m	Outcome bond. Rhino Bond, South Africa: ~US$10m to two parks; returns tied to rhino growth	Pays for results; taps capital markets

Challenges and opportunities

Why Mobilization is hard

Most constraints are structural, so better proposals alone will not fix them.

Governments

Park revenue often flows to treasury; budget ceilings, slow procurement and staff rotation erode continuity.

NGOs

Short grants, capped overheads, competition for the same donors, and donor concentration exposed by the 2025 US aid freeze.

Communities

Often no legal entity or bank account; benefits arrive late or unevenly; they carry the costs of wildlife damage.

Private sector

Tenure and policy risk; few costed, investable opportunities; deals too small or too slow to close.

Academia & media

Research cycles and news cycles rarely match management needs; data and stories are not shared systematically.

Funders

Too few counterparts that can absorb, account for and verify large sums; high transaction costs per deal.

Systems

Why systems matter

Investors do not fund intentions; they fund systems they can trust.

Four questions every large funder asks

Can money get in safely?

Can it be traced?

Are the results real?

Will it do harm?

Finance	Ring-fenced accounts, audited statements, costed multi-year budgets
Procurement	Transparent rules aligned to funder standards; BIOFUND piloted its manuals at Limpopo NP
Legal vehicle	Trusts and joint companies that can hold assets; SeyCCAT set up as an independent trust
Verification	Independent outcome data; Rhino Bond results verified by Conservation Alpha and ZSL
Safeguards	Environmental and social standards; LLF's system praised in a UN human rights report
People & governance	Retained staff, clear decision rights, conflict-of-interest rules

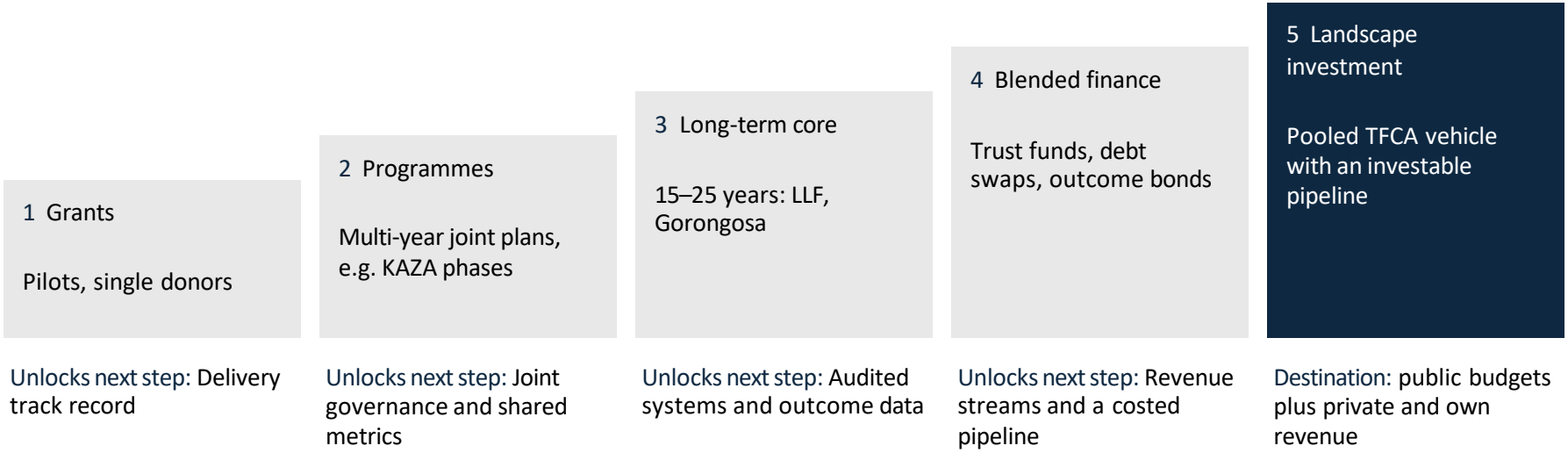
Are there Scale Mismatches? Yes!

The problem is landscape-scale; most of the money is project-sized.

	What the landscape needs or shows	What the money or institution offers
Space	Wildlife ranges across five KAZA partner states	Laws, budgets and plans stop at national borders
Time	Restoration runs 20 to 45 years (Gorongosa: to 2043)	Most grants run 3 to 5 years
Money	Lion parks need ~US$1,000–2,000 per km² a year	KAZA Phase 4: €6m over four years for five states
Headline vs flow	Rhino Bond: US$150m raised	About US$10m reached the two parks
Ticket size	Parks and community enterprises need small, patient capital	Investors seek large, standardised deals

From grants to landscape, Investment

A ladder, not a leap



Way forward

What this means for SADC TFCAs

Five moves for the next five years.

1. **Make every TFCA a programme**
   One costed, jointly owned investment plan per TFCA, led by partner states.
2. **Co-design with strategic partners**
   Write decision rights, revenue rules and exit terms into agreements.
3. **Build systems before asking for scale**
   Finance, procurement, verification and safeguards to investor standard.
4. **Pool money at the right scale**
   National trust funds and the SADC TFCA Financing Facility; let parks and communities keep what they earn.
5. **Climb the ladder deliberately**
   Use grants to earn long-term and blended capital, with a plan for each step.


thank you

TFCA Finance Facility Report Back and Plans

Onkemetse Nteta
IUCN

TFCA FINANCING FACILITY

Overview and Progress Update 2020 - 2026

Global Gateway

Co-funded by the European Union

german cooperation

Implemented by:

KFW

IUCN

OVERVIEW

A regional funding mechanism designed to support the development of TFCAs in the SADC region.

Established in 2020

Initial funding from the German Government

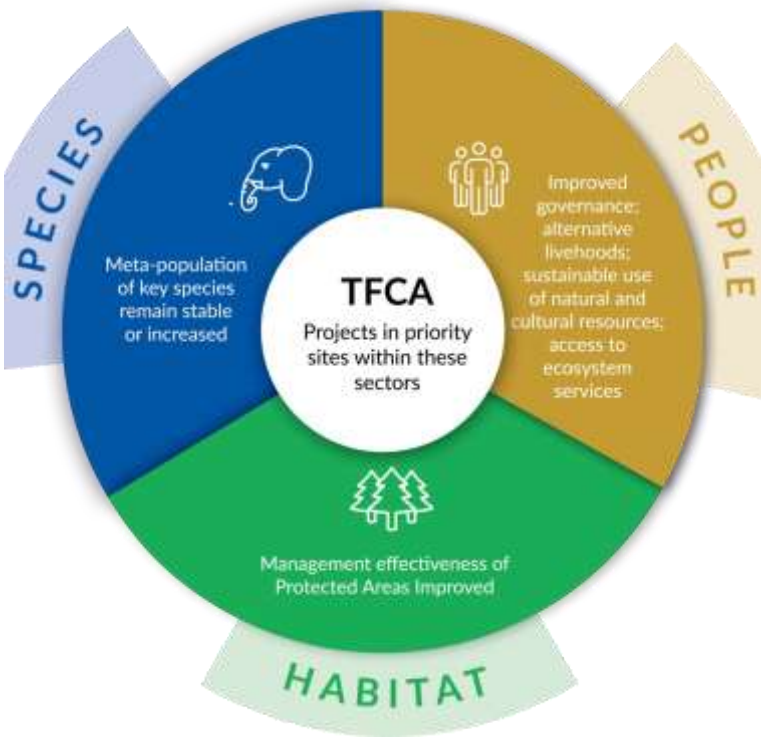
Multi-donor facility

Currently funded by the German Government and the European Union.

Regional focus

Supports formaly established TFCAs in the SADC Region

THEMATIC FOCUS AREAS



The TFCA model connects three core dimensions:

Species

Flagship Species – Elephants and large carnivores

People

Support communities, HWC, livelihoods and shared benefits.

Habitat

Habitat management, Wildlife corridors, Improved land use, Infrastructure

INSTITUTIONAL ARRANGEMENT

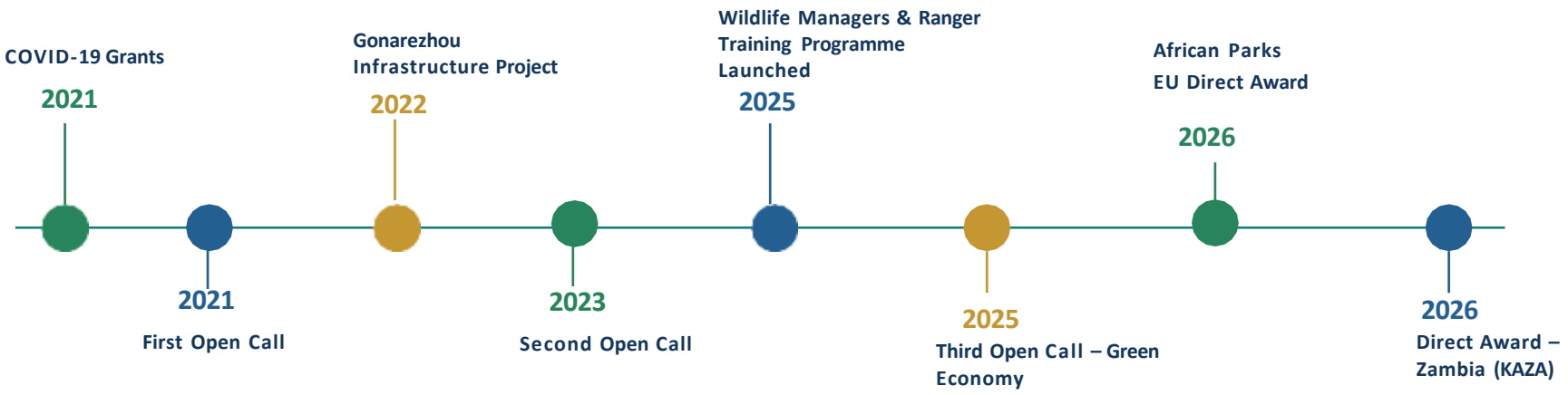
Regional oversight and implementation are linked through the Facility's governance structure.



The Steering Committee includes SADC Member States (Double Troika), ICPs / Donors, SADC FANR, IUCN, Co-opted observers

TIMELINE – FUNDING MECHANISMS

Key milestones in the Facility's portfolio development:



WILDLIFE MANAGERS AND RANGERS TRAINING PROGRAMME

A regional fund established to support the training of Wildlife Managers and Rangers across GLTFCA, KAZA and MAZA.



€ 5 mil

Fund Size

3

Pilot Projects

9

Projects in the Pipeline

PORTFOLIO OVERVIEW



421

Applications Processed

€ 480 mil

Total Requested Funds

€ 70 mil

Total Funding Commitment (ICPs)

€ 33 mil

Funding allocated

43

Projects Approved

13

Projects closed

PORTFOLIO HIGHLIGHTS

11/14
TFCAs supported

11
SADC Member States

24
Organisations funded

Focus areas

Law enforcement	Resourcing, Capacity Building, Infrastructure, Patrols
Human–wildlife conflict	Reducing conflict and supporting coexistence
Community livelihoods	Capacity Building, Green jobs, Sustainable agriculture
Protected-area effectiveness	Infrastructure, Resourcing, Fire management, Improved governance, Management of wildlife populations



PORTFOLIO PROJECTS IN PIPELINE



3rd Call

Green economy

€ 11,4 mil

Allocated Funds

12

Estimated Number of Projects

Success story in the GLTFCA:
Livelihoods Improvement Programme, Limpopo National Park





Video Link: https://www.peaceparkstv.com/nourishing-land-to-empower-people/

THANK YOU

TFCA FINANCING FACILITY

Global Gateway

Co-funded by the European Union

german cooperation

Implemented by:

KFW

IUCN

BIOFIN and TFCAs

Kebaabetswe Keogile

UNDP

BIOFIN and TFCAs

Kebaabetswe Keogile
UNDP

BIOFIN
The Biodiversity Finance Initiative



THE BIODIVERSITY FINANCE INITIATIVE

CREATING SUSTAINABLE FINANCE SOLUTIONS FOR PEOPLE & PLANET

SADC TFCA ANNUAL MEETING
10-12 NOVEMBER 2026, KRUGER NATIONAL PARK

gef global environment facility
Belgium partner in development
In partnership with Canada
This project is co-funded by the European Union
Flanders State of the Art
MINISTÈRE DE L'EUROPE ET DES AFFAIRES ÉTRANGÈRES
Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection
Norway
Swiss Confederation
UK International Development

BIOFIN
The Biodiversity Finance Initiative

The Nature Pledge

putting nature at the heart of development

Three transformative pillars

- Values
- Finance and Economy
- Policy Legal

Snapshot of BIOFIN in the world:

$3.5 billion
catalysed since 2018

150+
finance solutions

130+
countries

90+ countries
preparing Biodiversity Finance Plans

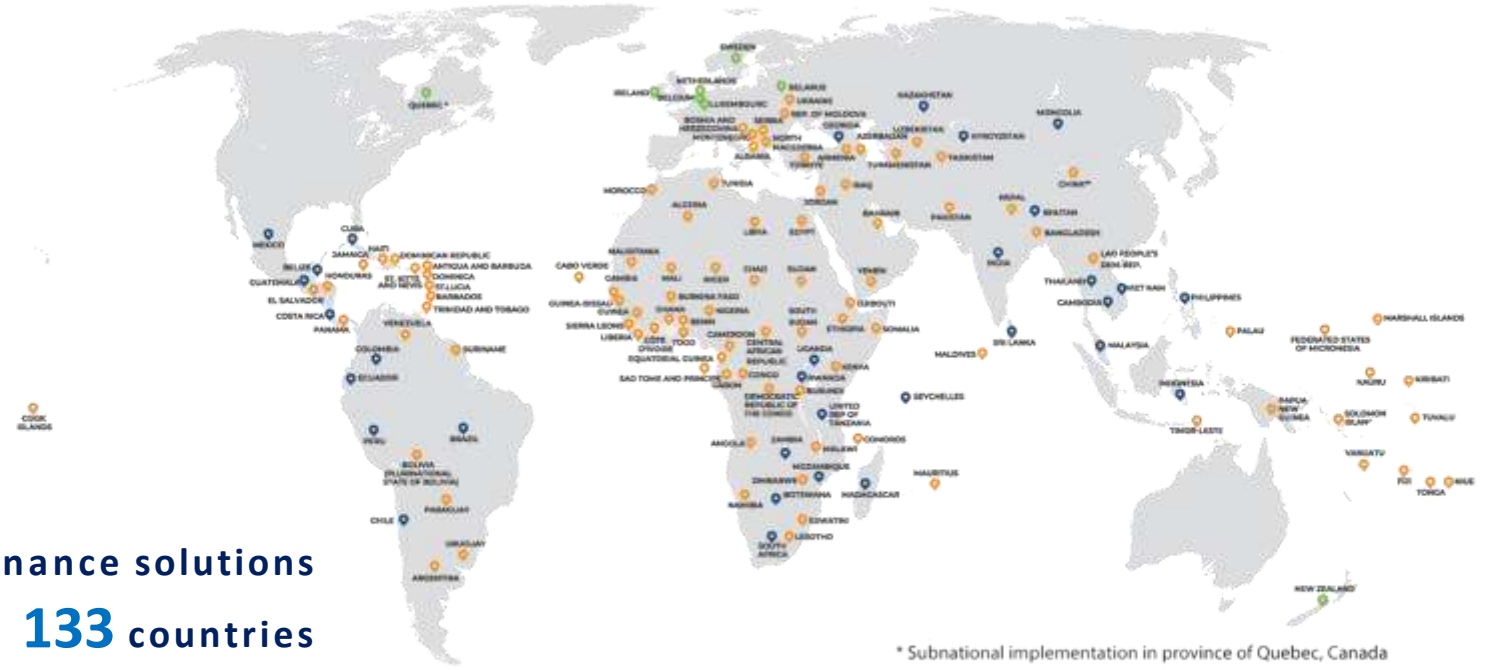
40+ countries
implementing finance solutions



Recognized by CBD

COP 16
resource mobilization strategy

Status of Biodiversity Finance Plans



150 finance solutions

133 countries

* Subnational implementation in province of Quebec, Canada

**Subnational implementation in Shanghai municipality and Shangdong province, China

Implementation stage (UNDP)

Design stage (UNDP)

Design stage (other)

Map No. 4651 | October 2022

The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

BIOFIN Focus

Mapping a portion of biodiversity finance solutions





UNDP BIOFIN-SADC TFCA OPPORTUNITIES

1. **UNDP Sustainable Finance Workstream**

- Application of biodiversity finance and sustainable finance tools to address conservation funding gaps.
- Engagement of public and private finance actors in supporting nature-positive investments.
- Opportunities to mobilize innovative and blended finance solutions for TFCA landscapes.

2. NBSAP Implementation

- Positioning TFCAs as practical delivery platforms for implementing revised National Biodiversity Strategies and Action Plans (NBSAPs).
- Demonstrating how transboundary conservation contributes directly to achievement of Global Biodiversity Framework targets.



UNDP BIOFIN-SADC TFCA OPPORTUNITIES

3. Biodiversity Finance Planning for TFCAs (New countries)

- Integrate TFCA priorities into national Biodiversity Finance Plans.
- Identify TFCA-specific finance gaps, needs and investment opportunities.
- Develop targeted finance solutions to support transboundary conservation objectives.
- Align TFCA financing needs with NBSAP implementation and GBF targets.

4.. Revision and Enhancement of Existing BFPs (Implementation countries)

- Assess the contribution of existing finance solutions to TFCA objectives.
- Incorporate new TFCA-focused finance mechanisms and investment pipelines.
- Strengthen regional and transboundary financing approaches across shared landscapes.
- Update resource mobilisation strategies to attract public, private and climate finance for TFCAs.
- Facilitate knowledge exchange and replication of successful TFCA finance solutions across SADC countries.

BIOFIN
The Biodiversity Finance Initiative

UNDP

Donors & Partners

gef global environment facility INVESTING IN OUR PLANET

Belgium partner in development

In partnership with Canada

This project is co-funded by the European Union

Flanders State of the Art

MINISTÈRE DE L'EUROPE ET DES AFFAIRES ÉTRANGÈRES
Liberté
Égalité
Fraternité

Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection

Norway

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Office for the Environment FOEN

UK International Development
Partnership | Progress | Prosperity

Donors & Partners

The Secretariat of the Convention on Biological Diversity (CBD)

The BESNet

UN Poverty and Environment Initiative (PEI)

UNSD & the System of Environmental-Economic Accounting (SEEA)

the OECD

ValuES

WAVES

TEEB

BIOFIN
The Biodiversity Finance Initiative

UNDP

BIOFIN
The Biodiversity Finance Initiative



THANK YOU

www.biofin.org

https://www.biofin.org/botswana/

Innovative Sustainable Finance solutions for TFCA coordination functions, improving resource mobilization capacity and the Community of Practice

Chanda Mwale

Sustainable Finance Coalition

Innovative Sustainable Finance solutions for TFCA coordination functions, improving resource mobilization capacity and the Community of Practice

Chanda Mwale

Sustainable Finance Coalition



Sustainable Finance Coalition

Finance solutions for enduring naturescapes

SADC Transfrontier Conservation Area (TFCA) Network Annual Meeting

November 2026 | Skukuza, Kruger National Park, South Africa



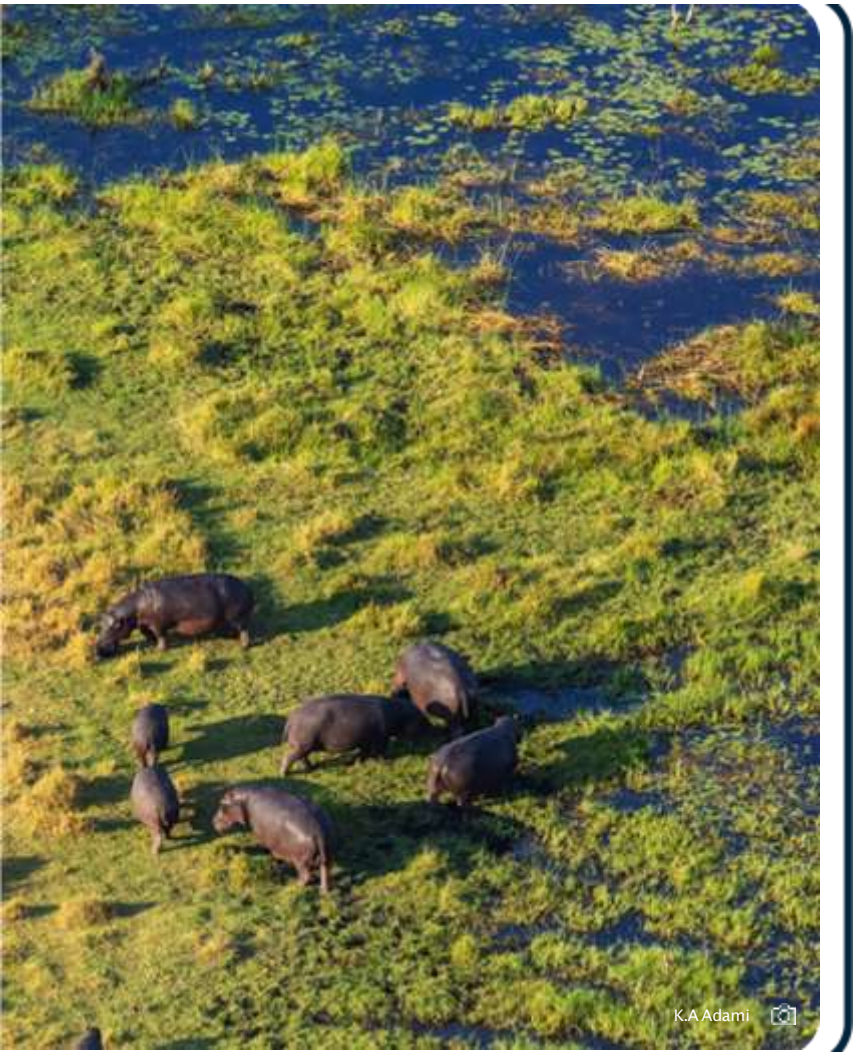


Source: Paulson Institute_2025


USD10-18
Billion Per Annum
Sub-Saharan
Africa

Collectively Addressing the Finance Gap for Nature.





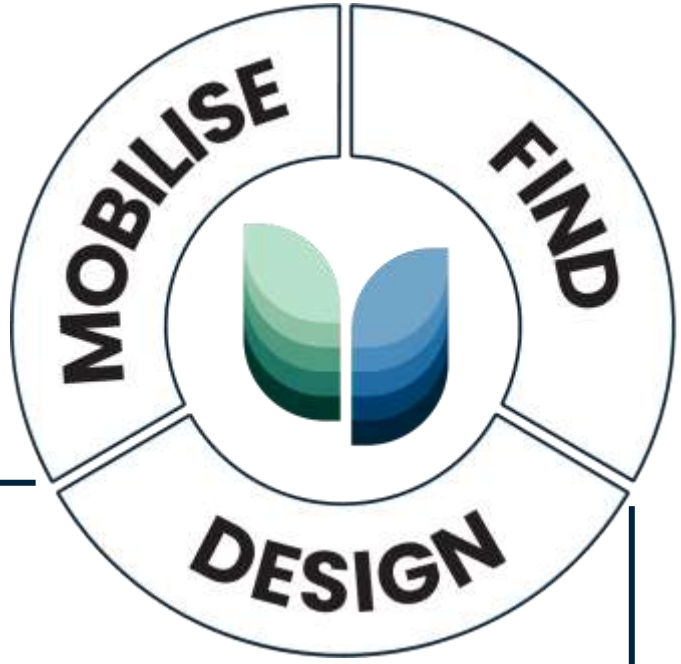
Finding the right key to open the doors to financial opportunity.

Connected Finance

Finance that reaches the people and places that need it most.



Harnesses the power of collective action to **mobilise money and expertise** to take finance solutions to scale.



Identifying the right **Finance Solution** for the right **Place** with the right **People**.

Take an identified finance solution from idea to **implementation** within clear **impact** parameters.

2 Keys Help Us Unlock The Power Of Impact At Scale.



Our Finance Model

Without a clear process, finance solutions don't reach impact.



Our Nature Finance Doers at Scale

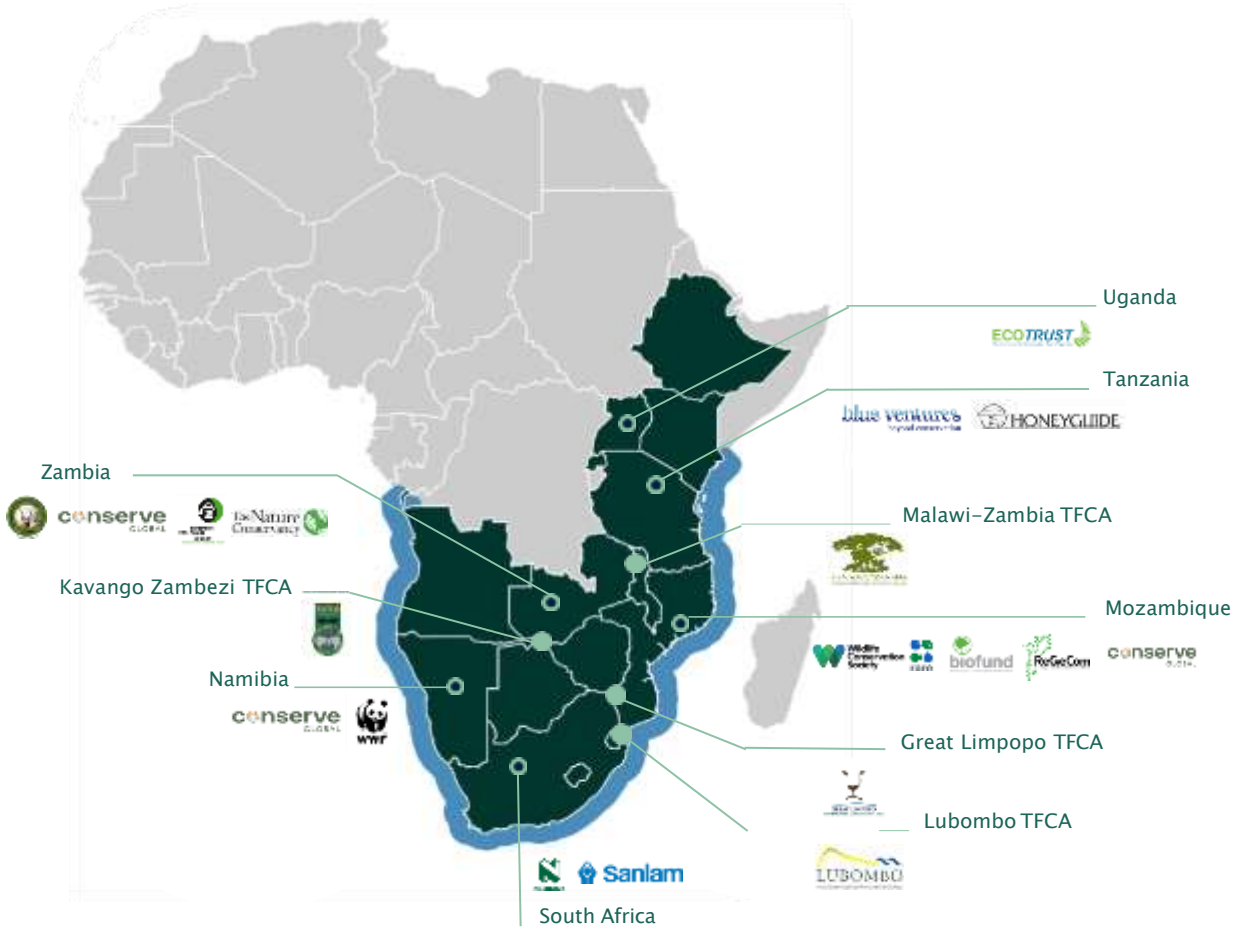
Without committed organisations, finance solutions don't go to scale.

15
Countries

14
Doers

17
Types

+65
Tailored Solutions



Sustainable Finance Coordination and Capacity for TFCAs

A SADC initiative with support from the **Joint Action NaturAfrica / Climate Resilience and Natural Resource Management (C-NRM) Programme** – co-funded by the European Union (EU) and the German Government.



1

Resource Mobilisation Capacity Building And Training Program.

2

Sustainable Finance Community Of Practice.

3

Sustainable Finance Co-ordination Support For TFCAs GLTFCA Lubombo Malawi – Zambia.

Project Overview

Sustainable Finance Coordination and Capacity for TFCAs

Objective

Strengthen the financial sustainability of TFCAs by embedding sustainable finance capacity within TFCA coordinating structures.*

Implementer

Sustainable Finance Coalition

Finance solutions for enduring naturescapes

MOBILISE FIND DESIGN

Approach

The Finance Model

FIND tailored finance solutions.

DESIGN them effectively.

MOBILISE resources and partnerships for implementation.

Goal

Enable the TFCA to become a Nature Finance Doer at Scale.

↓

Impact unlocked.

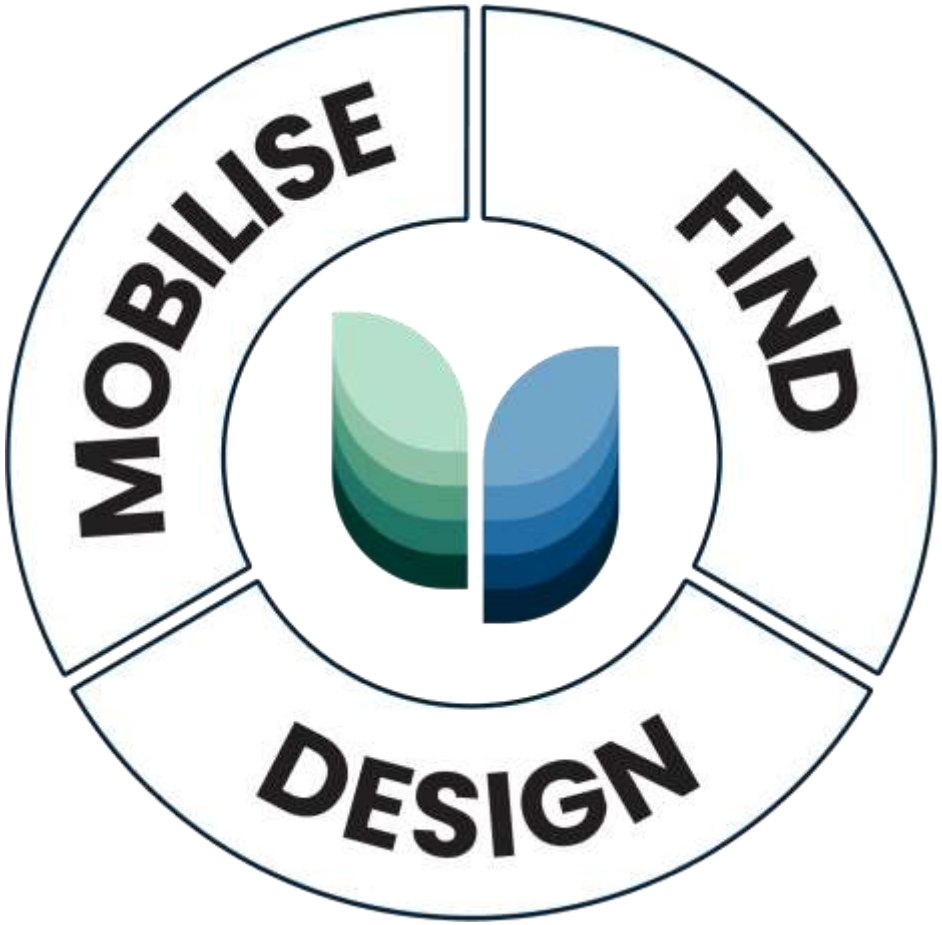
*Success relies on an established coordinating structure.

Global Gateway

Co-funded by the European Union

german cooperation

giz


MOBILISE
FIND
DESIGN

Sustainable Finance Solutions for TFCAs

First Stop
TFCA coordinating structure*

1. Country contributions.
2. Funds.
3. Institutional fees.
4. A percentage contribution, fee or levy on revenue-generating activities in the landscape.

*Success relies on an established coordinating structure.

Second Stop
TFCA landscape solutions



FIND

Ensuring a targeted approach to financing nature to maximise results.

Scope all possible finance solutions to identify the most viable.

Screen all options to create a shortlist to assess.

Select 2–3 finance solutions for DESIGN using clear criteria.



DESIGN

Taking a finance solution from idea to adoption with clear milestones, parameters and timelines.

Incubate to determine if finance ideas are viable or not.

Implement to activate finance solutions and apply them through ITTs.

Adopt to take a finance solution over the line.



MOBILISE

Harnessing the power of collective action to mobilise money and expertise to take finance solutions to scale.

Share by exchanging knowledge and awareness of finance for nature.

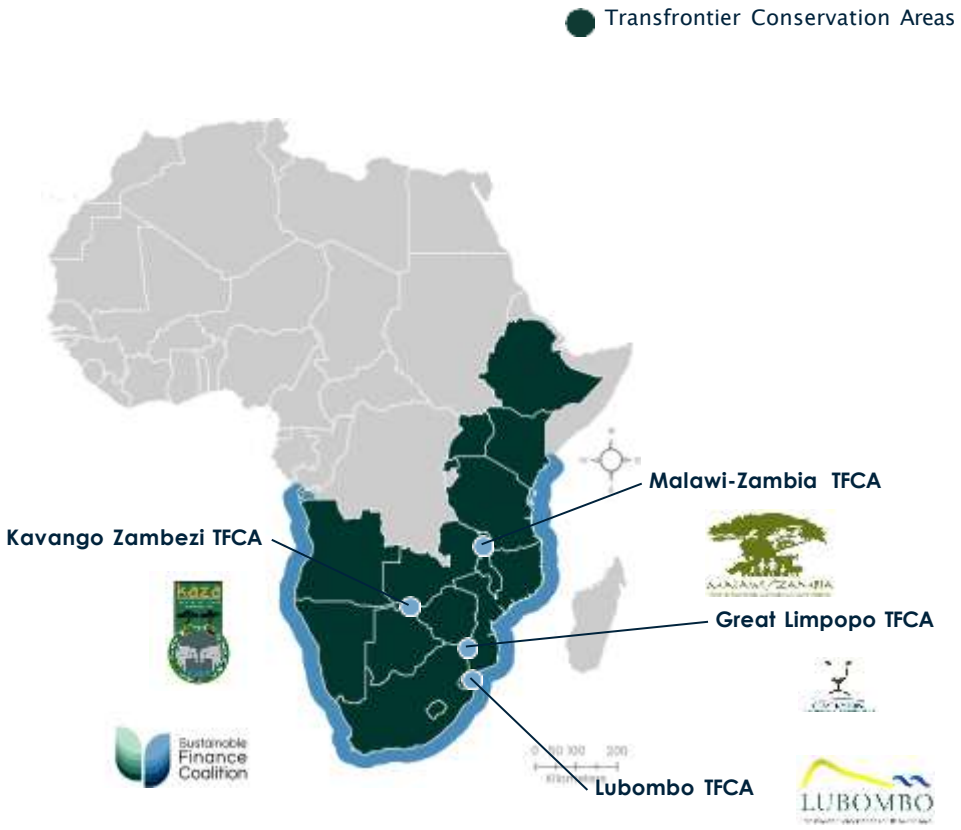
Support by catalysing key partnerships and access to capital.

Scale by walking a Sustainable Finance Journey with Doers.

FIND
>Completed
>Finance Strategies Complete

DESIGN
>Implementation Task Teams
>Fund Structure

MOBILISE
>Relevant Approvals



KAZA Region



FIND

- Completed 2025
- Finance Solutions Selected

DESIGN

- Implementation Task Team for CTF
- Incubator for Secretariat Specialist Services

MOBILISE

- Doer: KAZA Secretariat

Key Lessons

- Need to build capacity around sustainable finance.
- Very different realities for each TFCA.
- Timelines around multi-country processes and decision making.
- Need for Independent legal/governance structures in order to receive finance.





SADC TFCA
Sustainable Finance Community of Practice

Sustainable Finance in Practice
Webinar Series

A four-part webinar series designed to support members of the *SADC TFCA Community of Practice on Sustainable Finance* uncover how finance solutions work in real settings through practitioner insight, practical case examples and discussion on relevance for connected naturescapes.

Global Gateway
Co-funded by the European Union
german cooperation
giz
Sustainable Finance Coalition

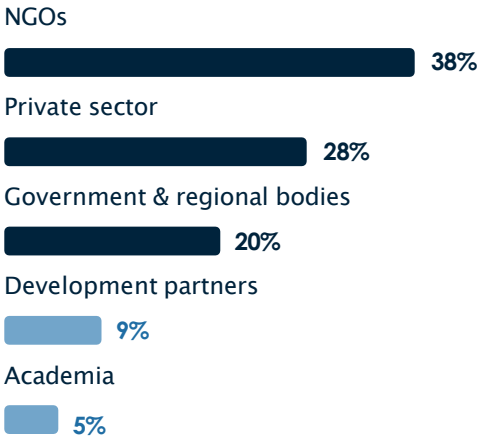
4 Webinars Delivered

- Blue Finance in Practice
- CTFs In Practice
- Nature Credits in Practice
- Connected Finance in Practice

Recordings are now available on the SADC TFCA Network Youtube channel and TFCA portal

The Webinar Series in Numbers

Who we reached



Incl. parks authorities, TFCA coordinating bodies, community based organization, banks and mining companies

23
Unique participants

35
Countries reached

87%
Africa-based audience

38%
Local and community-based NGOs

TFCA Training 2026

The Resource Mobilisation and Sustainable Finance Capacity Building and Training Program.



85
Participants

10
Countries

10
TFCAs represented

40%
Female participation

Module Overview

Module 1

Resource Mobilisation

1. RM 101,
2. Writing Strong Proposals
3. Building Collective Action

Module 2

Financial Readiness

1. Fundamentals of Good Governance
2. Financial Management
3. Administration and Processes

Module 3

Sustainable Finance

1. Sustainable Finance 101
2. The Finance Model
3. Finance Solution Inventory

Coaching, mentorship and networking opportunities provided.

Feedback from Participants

Data still coming for other impacts and successes.



95%

Knowledge Improvement

"I have already shared some of the knowledge gained with your team and it's helping in our fundraising efforts."

Moreangels Mbizah, Zimbabwe

4.4/5

Rating of Modules

"The content was relevant, engaging, and immediately applicable."

Thabiso Njoko, Kingdom of eSwatini

If we grow finance solutions for nature champions, they will be enabled to secure and manage their unique resources, and biodiversity and people will flourish.



Nature Finance **Doers at Scale**





sustainablefinancecoalition.org the-sustainable-finance-coalition inventory.sfcoalition.org.za

The Sustainable Finance Coalition is a registered NPC, NPO and PBO. The Coalition is led by Founder and CEO, Candice Stevens, and supported by a Coalition Core Team. Our diverse and innovative Team hails from across Africa offering multi-disciplinary expertise and experience. The delivery of our Finance Model is enhanced through collaboration with our Nature Finance Doers and Drivers at Scale, organisations committed to becoming nature finance implementers. We are supported in our efforts by our Board and a voluntary advisory Council comprised of thought leaders from 20 sectors. The Coalition thanks and acknowledges the collective action required to design finance solutions for nature at scale from across the many parts of our Finance for Nature Ecosystem, and the role of our donors, funders and investors.

NPC: 2023/202978/08 | NPO: 314-003 | PBO: 930083078

DISCLAIMER

Disclaimer: In the interests of advancing the development of tailor-made finance solutions for nature and people, we encourage you to talk about our work. We ask that you appropriately reference the Sustainable Finance Coalition (the Coalition) in all communications by providing our logo and website: www.sustainablefinancecoalition.org, and take a moment to reflect on our Values and Commitments.

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The Coalition does not guarantee any formal collaboration, partnership or opportunity(s) through our Finance Model or our Finance for Nature Ecosystem. The Coalition reserves the right not to pursue opportunities or engagements at any stage.

Landscape Legacy Fund

Virtual
Stafanie Lang
Legacy Landscape Fund

Legacy Landscapes Fund

Conservation that lasts needs

Funding that lasts.

For Nature, People and Climate

https://legacylandscapes.org/

16.11.26



LLF closes a gap in long-term area-based conservation funding

- Grants substantial funding of **1 mio USD per annum** via trusted NGOs and Indigenous Peoples‘ organizations
- Combines **public and private sources** into one funding model
- Targets **large areas and their buffer zones** (national biodiv and climate priority areas)
- Caters for long-term funding grants for **15 years or for perpetuity** (50+ years)
- Applies a **programmatic** approach
- Links **conservation and human rights** from the start
- Enables a learning and sharing community

16.11.26

*The Paulson Institute, The Nature Conservancy, and the Cornell Atkinson Center for Sustainability (2020)

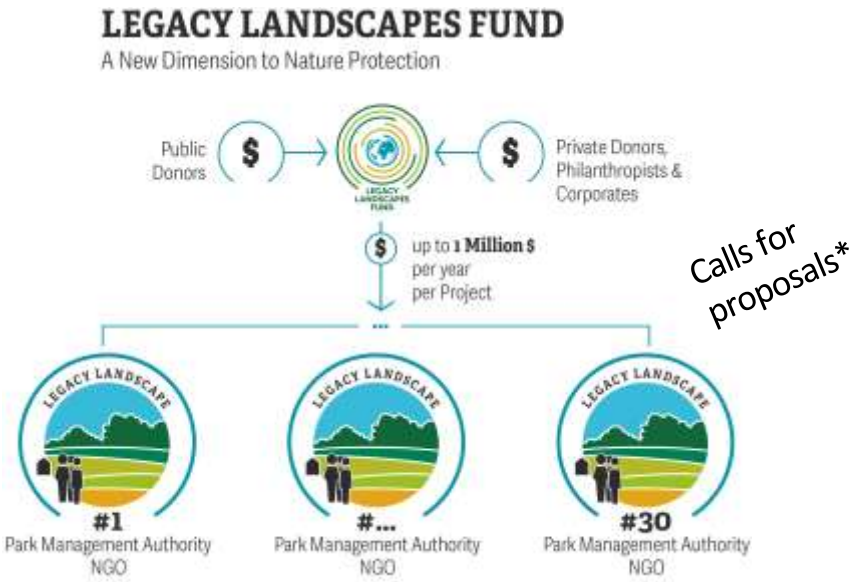

Onon-Balj, Mongolia
Southern Annamites, Vietnam
Cardamom Mountains, Cambodia
Gunung-Leuser, Indonesia
Tambrauw Mountains, Indonesia
Tepuis e Lavrados, Brazil
Chiribiquete, Colombia
Tumucumaque, Brazil
Yasuní, Ecuador
Herencia Viva de los Wampís, Peru
Manu-Purus, Peru
Madidi, Bolivia
Charagua Iyambae, Bolivia
Odzala-Kokoua, Congo
Nyiro-Ndoto-Matthews Ranges, Kenya
North Luangwa, Zambia
Uzungwa Mountains, Tanzania
Nyika-Vwaza, Malawi
Iona, Angola
Etosha, Namibia
Gonarezhou, Zimbabwe
Makira-Masoala, Madagascar

Legacy Landscapes are area-based conservation units



16.11.26

Grantmaking



Calls for proposals*

- Long-term programs in ODA countries
- Granted to NGOs
  - Strong mandate and legal base to work in LL
  - Track record of conservation work in the area
  - Adherence to ESMS

# of Legacy Landscapes	Country	Grantee	Match funder
Perpetual Grants			
6	Colombia, Namibia, Madagascar, Peru, Ecuador, Malawi	FZS, WWF & IRDNC, WCS, PPF	Arcadia, RWF, GBMF, Beck. André Hoffmann
Sustaining Grants			
10	Cambodia, Zimbabwe, Indonesia, Angola, Bolivia, Zambia, Republic of Congo, Brazil, Mongolia	CI, FZS, WCS, AP, FFI, Iepé & Imazon, TNC&WWF	P&G, Wyss Foundation, Arcadia, RWF, GBMF, Nia Tero, J. Speers, CGCF, The Jeremy and Hannelore Grantham Environmental Trust
Candidate Sites			
2	Tanzania and Vietnam	STEP and WWF	1:1:1 call
4	Kenya, Bolivia, Brazil and Peru	Various IP&LC organizations	IP&LC call

LLF is Ready and Running

Legacy Landscapes Fund is a fully operational conservation trust fund that has been recommended by the CBD as one funding instrument to implement the 30 x 30 target

- **Circa USD 400 million** already capitalized (including match-funds)
- Lean operations with **max. 5% admin costs of total annual expenditure**
- In five years of operation, LLF funds today **16 key biodiversity and climate relevant landscapes** – covering an area equivalent to the size of Sweden
- Strong focus on the **rights and governance** of Indigenous peoples and local communities
- **Portfolio diversity and quality** as a neutral brooker
- **Impact at scale** measured annually (KPIs, regular monitoring)
- **Learning and sharing** community of practice

New philanthropic investment in the region

Jimmiel Mandima
Conservation International



KPAF

Keystone Protected Area Finance Initiative

Deploying technical finance expertise to originate, structure and scale nature finance solutions for Africa's most important protected areas.

Jimmiel J. Mandima, PhD

Senior Vice President and Chief Field Officer, Africa Region

CONSERVATION INTERNATIONAL

© Conservation International

Setting the context

WHY KEYSTONE PROTECTED AREAS MATTER



Thousands of protected areas exist across Africa, but their contribution to nature varies enormously. The Keystone work identified the critical few that carry a disproportionate share of the continent's biodiversity, carbon and water systems.

162 **Keystone Protected Areas identified across Africa**

70%+ **Endangered species** are found in these PAs.

5.8B **Tons of carbon stored** Critical for global climate stability and mitigation.

~250M **People depend on the water**

70M **people** **Surrounding communities** Live in nature-based economic zones around these landscapes.

KPAs should not be a cost — they should be part of the economic engines of Africa's nature-based economy

The problem

A SYSTEM UNDER STRAIN

Without intervention, a vicious cycle of underfunding and degradation threatens the ecological and economic future of these landscapes.

Underfunded

Chronic shortfalls Operational budgets cover only a fraction of basic management needs.

Unfunded mandates Governments lack fiscal space to support expanding conservation targets.

Dependency risk Over-reliance on volatile tourism revenue or short-term grants.

Under-capacitated

Skills gap Lack of specialised staff for complex financial and ecological management.

Weak systems Inadequate monitoring, data collection and governance structures.

Infrastructure deficit Missing critical assets for enforcement, tourism and operations.

Under pressure

Encroachment Expanding agriculture and settlement eroding park boundaries.

Resource conflict Human-wildlife conflict and competition for water and grazing land.

Illegal extraction Poaching, logging and charcoal production depleting natural capital.

Result · Eroding ecological value diminishes economic potential, undermining the value of these areas as natural assets

Annual funding gap

$1.2B

The estimated annual financial shortfall across Africa's Keystone Protected Areas.

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Most Keystone Protected Areas operate below what management requires

Protected areas with funding shortfalls



Protected areas with no funding at all



What the shortfall covers

- **Protected area management** — the core operating cost of running a park
- **Operator core costs** — the institutions that manage and steward these areas
- **Support organisations & interventions** — including species reintroductions

The response

THE AFRICA KEYSTONE PARTNERSHIP

A bold new effort bringing together African governments, communities, NGOs and funders to protect **162 of Africa's most irreplaceable protected areas by 2035** — by convening a vast network of funders, finance partners, NGOs and governments.

Rob Walton Foundation · Conservation International · African Parks · Wildlife Conservation Society · WWF · African Wildlife Foundation · Frankfurt Zoological Society · Campaign for Nature · ICCF Group · Fauna & Flora

Three pillars drive the partnership

1 Leadership
By African governments and communities.

2 Operational capacity
Among NGOs and other protected-area operators.

3 Funding
That is long-term, predictable and accountable — **KPAF's mandate.**

+ Foundational investments in research, accountability mechanisms and learning.

Strong political support & African leadership

5 Heads of state launched the Partnership in 2025 — Angola, Botswana, Mozambique, Namibia, South Africa

20 Country champions alongside the African Union in the Keystone Partnership to date

10+ Countries with MOUs, LOIs and in-country task forces established

1st Included in Africa's first Biodiversity Declaration, adopted by the AU and all member states

THE KEYSTONE PROTECTED AREA FINANCE INITIATIVE

A Conservation International–led programme under the Keystone Partnership that deploys **technical finance expertise** to originate, structure and scale nature finance solutions for Africa's most important protected areas — working in close collaboration with protected-area operators, governments and nature finance partners.

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Our goal

NATURE FINANCE – MAKING NATURE INVESTABLE

Nature — and protected areas in particular — are still widely seen as a cost to the economy. That perception shapes how decisions are made, how resources are allocated and how risks are assessed.

Old frame

Government & Grants

Funding is finite, scarce and competes with other national priorities.

Shift

New frame

Financial & Private Sector

Protected areas positioned as source of foreign investment, and the foundation for sustainable growth, water security and rural livelihoods.

Capital that is vast, global and scalable.

Developing, piloting and scaling the mechanisms to do this

Green Bonds
Debt instruments designed to help fund nature

Carbon markets
High-integrity carbon storage value

Tourism economy
Driver of foreign exchange & jobs

Debt conversions
Convert national debt into nature outcomes

Conservation Trust Funds
Manage funding for conservation

Our functions

WHAT KPAF DOES

Six core functions delivered across all Technical Assistance Facilities. Each reinforces the others.

01 · TECHNICAL ASSISTANCE

Deploy specialist expertise

Develop a pipeline of investable opportunities, structure and refine deals across seven technical areas, filling critical knowledge and capacity gaps.

02 · CATALYTIC CAPITAL

De-risk & unlock investment

Mobilise catalytic resources that reduce project risk and unlock larger investments.

03 · ENABLING ENVIRONMENT

Create conducive conditions

Support policy, governance and institutional strengthening; integrate nature into economic planning.

04 · OPPORTUNITY IDENTIFICATION

Pipeline development

Build a pipeline of high potential nature finance opportunities

05 · CONVENING & KNOWLEDGE

Bring partners together

Gather organisations with aligned strategic interests,
Synthesise tools, case studies and best practice for the whole sector.

06 · REPLICATION & SCALE

Mainstream what works

Grow solutions that work and replicate them in other Keystone Protected Areas.

These functions reinforce one another — technical assistance generates experience, experience becomes knowledge, convening surfaces new opportunities.

WHAT KPAF DOES *NOT* DO

Equally important is clarity on what KPAF is not. Setting boundaries protects trust across the ecosystem.

- **A GRANT-MAKING ORGANISATION**
  Providing funding directly to partners
- **AN IMPLEMENTING PROJECT**
  Delivering conservation projects on the ground
- **A COMPETITOR**
  To existing conservation orgs or nature-finance providers
- **A REPLACEMENT FOR GOVERNMENT INVESTMENT**
  In protected areas
- **A SUBSTITUTE FOR PARTNER FUNDRAISING**
  Efforts run by conservation organisations

Instead

KPAF exists to strengthen and complement the work of others.

By providing specialist technical support, facilitating collaboration and mobilising catalytic resources, KPAF increases the effectiveness of organisations already working to finance and manage Africa's Keystone Protected Areas.

The value we add

FILLING THE CAPACITY GAP

Nature finance transactions in Africa take too long, cost too much to develop, and stall before completion. That is the problem we are built to address.

Where we come in — the capacity gap

Promising idea	**Development & structuring · where deals stall**	Financial close

KPAF deploys expert capacity here at no cost

↓

Lower cost

Multidisciplinary expertise deployed at no cost to the transaction, plus catalytic funding for preparation.



Faster timelines

Filling capacity gaps that hold structuring up, so opportunities move rather than sit.

↑

Better viability

Stronger project design raises the likelihood of reaching financial close.

$

More finance

De-risked opportunities unlock larger flows than would otherwise close.

THE NATURE FINANCE INNOVATION CURVE

Nature finance in Africa is currently at a critical inflection point. Our goal is to move from pilot projects to a mainstreamed, scalable nature-based economy



The Role of KPAF

To cross the chasm, we must move from bespoke, high-cost pilots to more regular, lower-risk transactions that institutional investors can trust.

How we deliver

SEVEN TECHNICAL ASSISTANCE FACILITIES

Each TAF deploys specialist expertise in one discipline of protected-area and nature finance — at no cost to partners.

01

Payment for Ecosystem Services

Developing high-integrity carbon and nature crediting mechanisms.

02

Tourism

Structuring concessions and diversifying revenue models beyond gate fees.

03

Finance Planning

Creating multi-year, whole-park financial roadmaps and business plans.

04

Resource Mobilization

Raising catalytic grant capital and park operational costs from public funders and large-scale philanthropy.

05

Structured Nature Finance

Design and support of debt-for-nature swaps, green bonds and infrastructure deals.

06

Protected Area Finance

Conservation Trust Funds and Project Finance for Permanence mechanisms.

07

Fiscal Incentives & Taxes

Advocating for subsidy reforms and green tax incentives to support conservation.

Bridging the gap

Projects stall between idea and financial close. Expert capacity, at no cost, delivers:

Lower costs · Faster timelines

Better viability · More finance

Partnerships at the core

HOW WE WORK WITH PARTNERS

We don't compete — we enable. KPAF is the connective tissue between those already leading in this space.

KPAF / CI brings

Strategy Prioritisation and pipeline design

Technical assistance Specialist finance expertise across 7 TAFs

Convening Bringing the right actors to each opportunity

Government engagement Bringing CI relationships and leverage

Together we produce

Co-developed finance solutions for Keystone Protected Areas

Combining complementary roles and expertise — mobilising finance neither party could unlock alone.

Partners bring

Operations On-the-ground protected-area management

Local Knowledge **social and political licence to operate**

Capital & implementation Funding and delivery at landscape scale

Complementarity
Expanding the pool, not competing for it.

Trust-based
Respectful, supportive, non-intrusive.

Behind the scenes
Measured by outcomes, not visibility.

Our 10-year plan to secure Africa's iconic landscapes for people and nature.



Our approach

Bridging the Finance Gap

$1 BN ambition

Public, private and philanthropic capital mobilized and leveraged for nature.

Nature-linked Livelihoods

100 M livelihoods supported

Jobs created supporting nature and people receiving livelihood support.

Capacity Building & Policy

 # Policies & 350 Partners Supported

Policy change, stronger institutions, improved governance and local capacity.

Our targets by 2035

LAND & SEASCAPE AREA

100 M ha

Protect – 21.6 M ha*
Manage – 2.3 M ha
Restore – 3.1 M ha

CLIMATE

50 $MtCO_2e$*

Secure – 0.1 Gt C
Reduce – 40Mt CO_2 emissions
Remove – 10 Mt CO_2

BIODIVERSITY

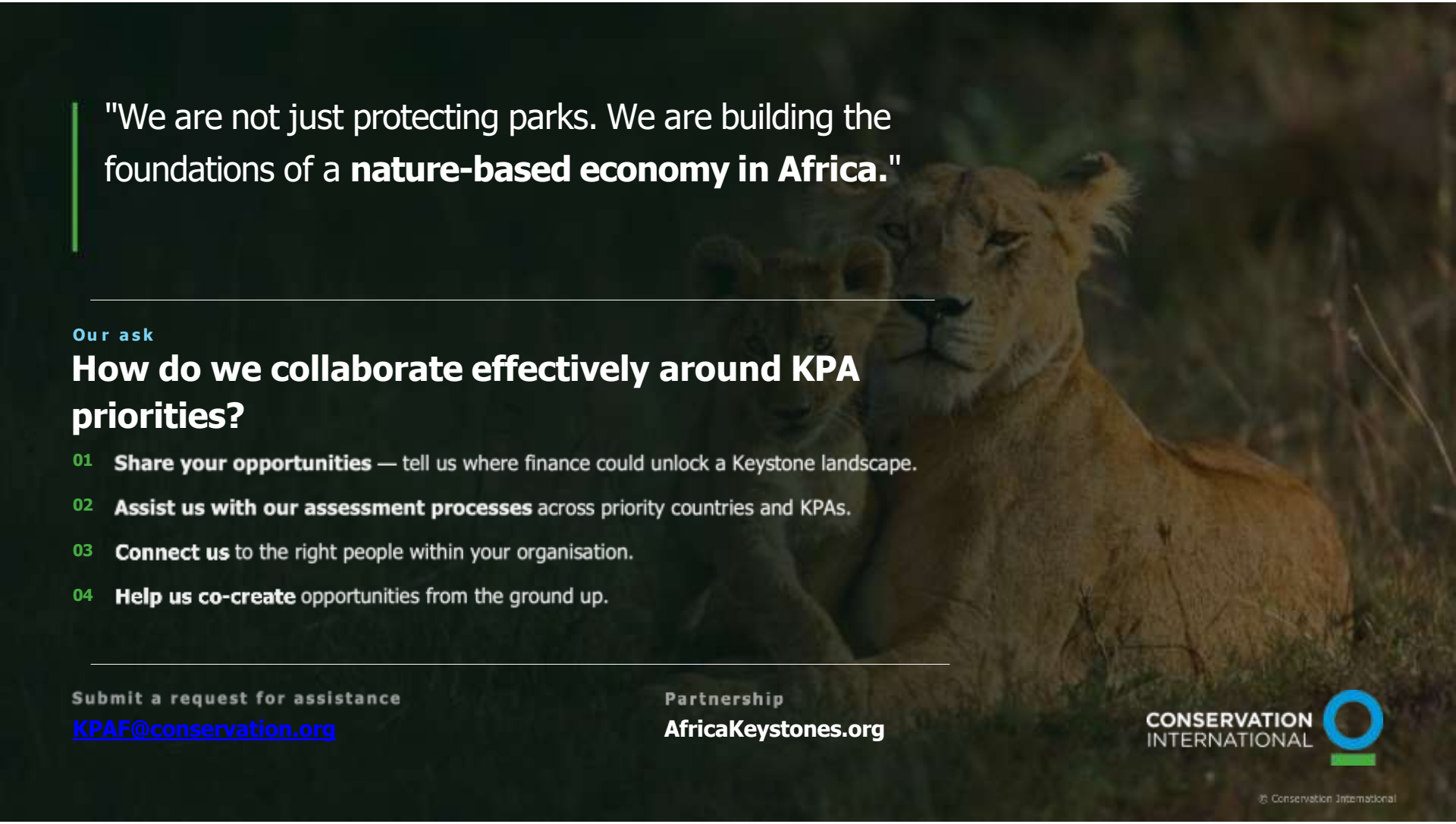
# of Species

Species, ecosystem condition, threat reduction / human impact index

WITH $120M WE WILL MOBILIZE AT LEAST $1 BN TOTAL INVESTMENT

*Note: Africa targets are being validated through priority landscape strategies. Carbon targets are being calculated and validated by CI scientists.

© CYNTHIA TAPLEY



> "We are not just protecting parks. We are building the foundations of a **nature-based economy in Africa.**"

Our ask

How do we collaborate effectively around KPA priorities?

01 **Share your opportunities** — tell us where finance could unlock a Keystone landscape.

02 **Assist us with our assessment processes** across priority countries and KPAs.

03 **Connect us** to the right people within your organisation.

04 **Help us co-create** opportunities from the ground up.

Submit a request for assistance

KPAF@conservation.org

Partnership

AfricaKeystones.org

CONSERVATION INTERNATIONAL

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October 2026
Photo: Jonathan Irish
Thank you for your attention
Keystone Partnership



South African NATIONAL PARKS

The Transformation Engine: Financing the Future of Conservation

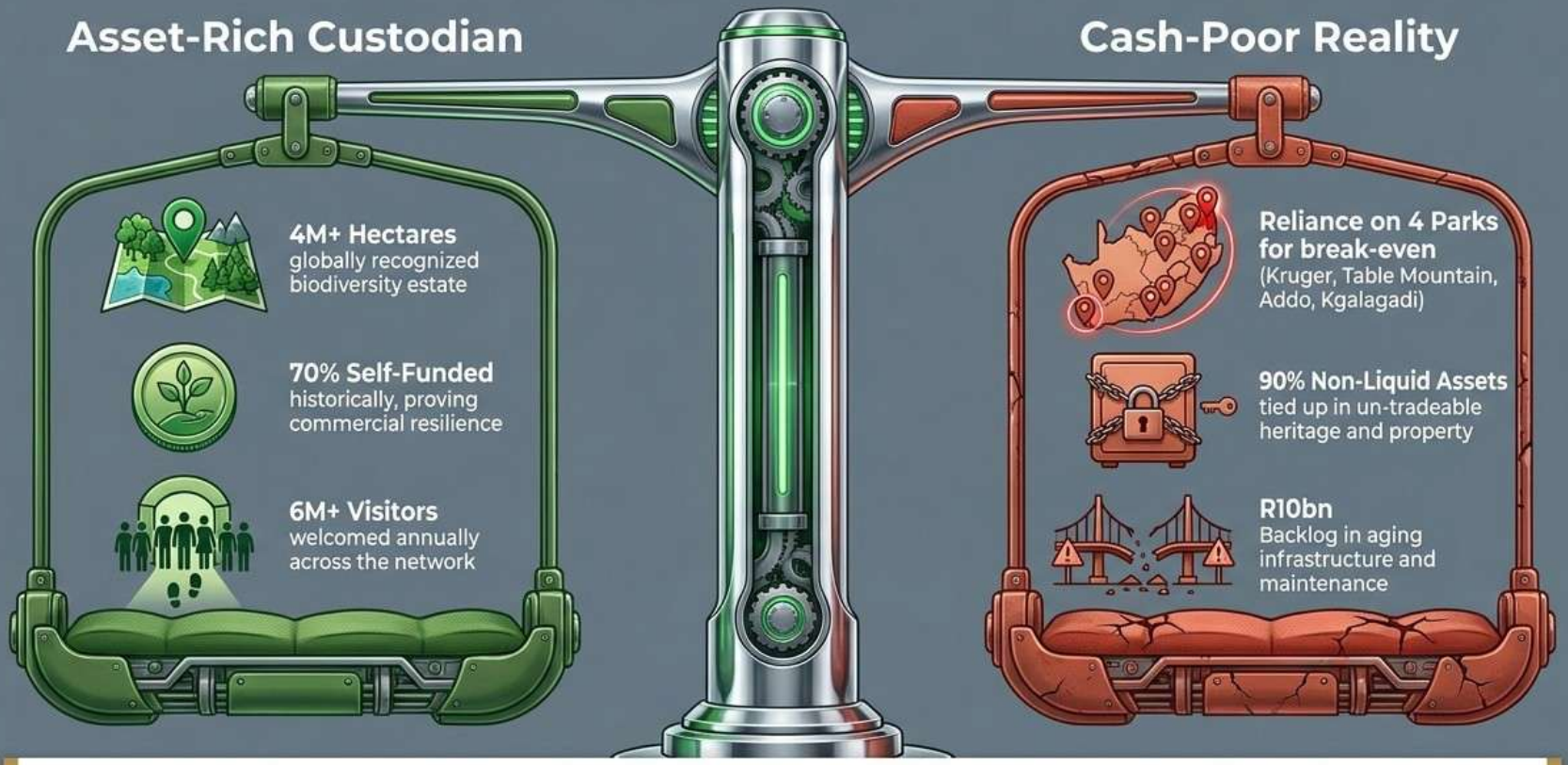
SANParks 20-Year Financial Sustainability Strategy

Dr Danny Govender

21/05/2026

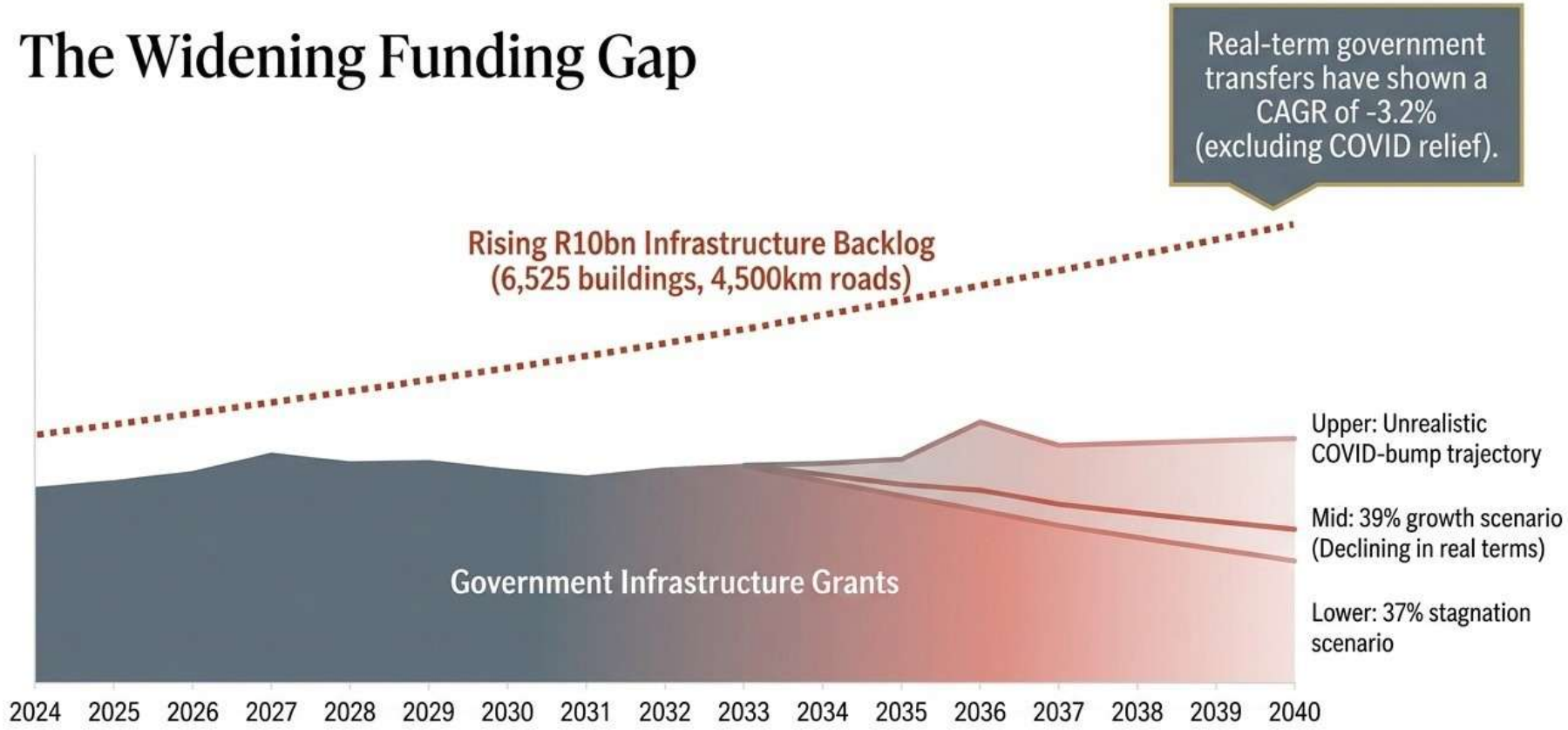
Context Note: A Strategic Overview for the National NBSAP Delegation

The Conservation Paradox



SANParks is globally recognized for self-funding resilience, but this current financial engine is heavily concentrated, structurally vulnerable, and inadequate for expanding national mandates.

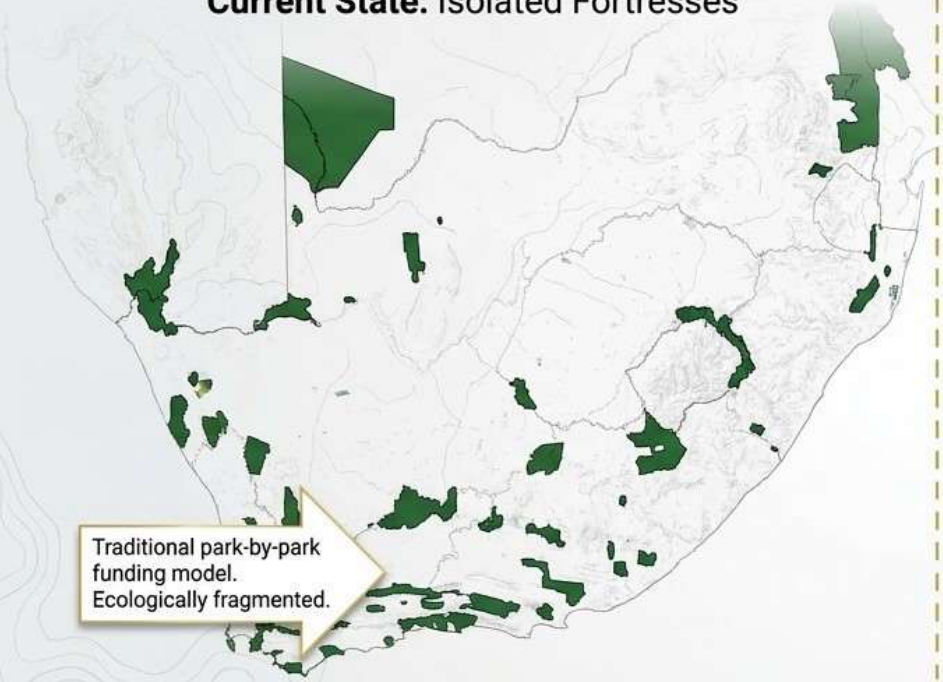
The Widening Funding Gap



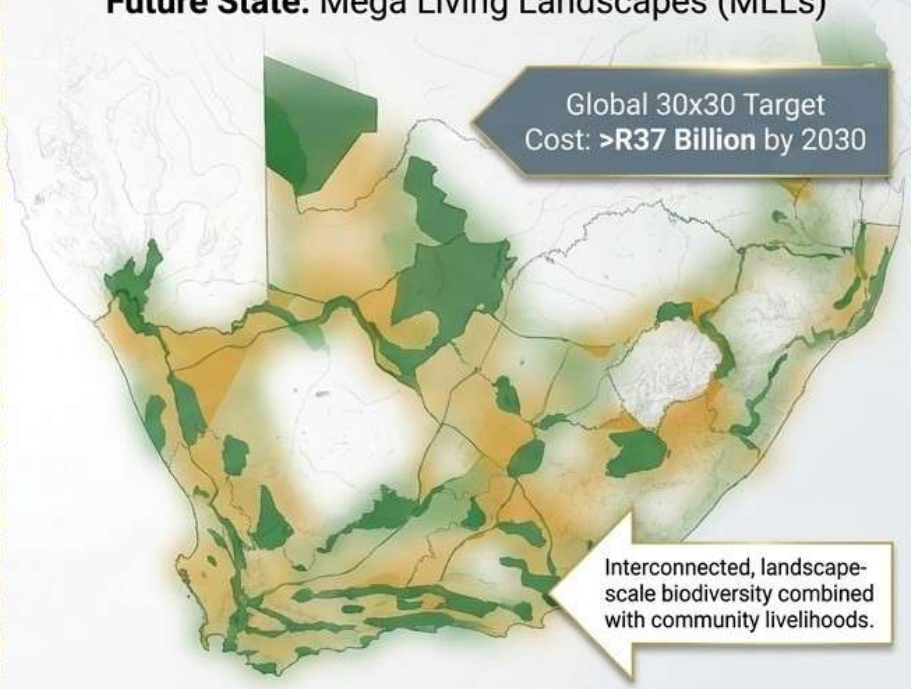
In real terms, government allocations are growing below inflation. Without the ability to raise significant external capital or retain surpluses, the infrastructure deficit will critically compromise the core tourism prod

Vision 2040: The Mandate is Expanding

Current State: Isolated Fortresses



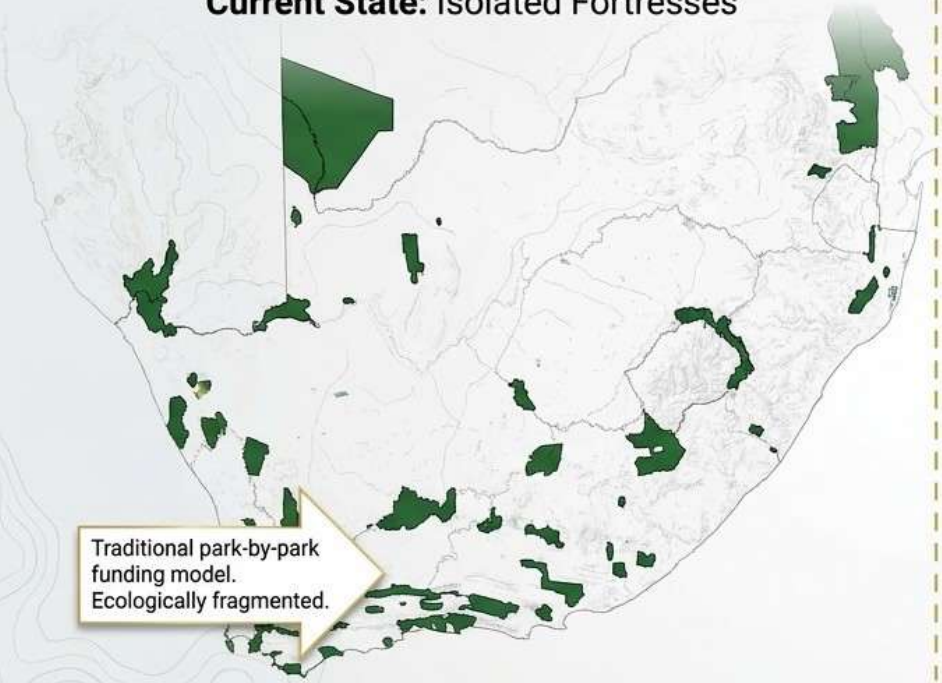
Future State: Mega Living Landscapes (MLLs)



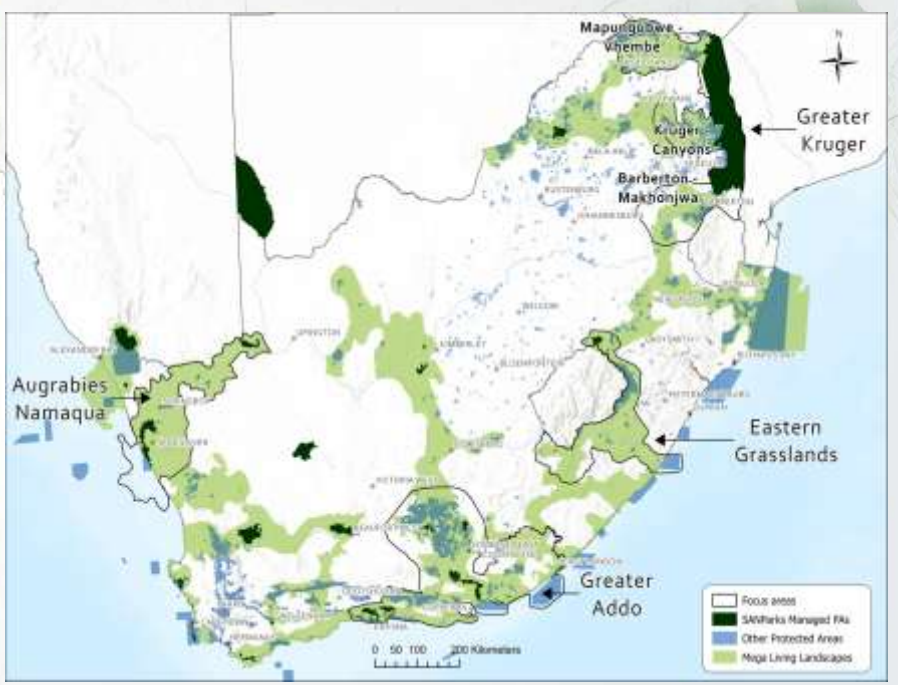
The shift to Mega Living Landscapes integrates biodiversity with community livelihoods.
This complex, landscape-scale approach cannot be funded by ecotourism gate revenues alone.

Vision 2040: The Mandate is Expanding

Current State: Isolated Fortresses



Future State: Mega Living Landscapes (MLLs)



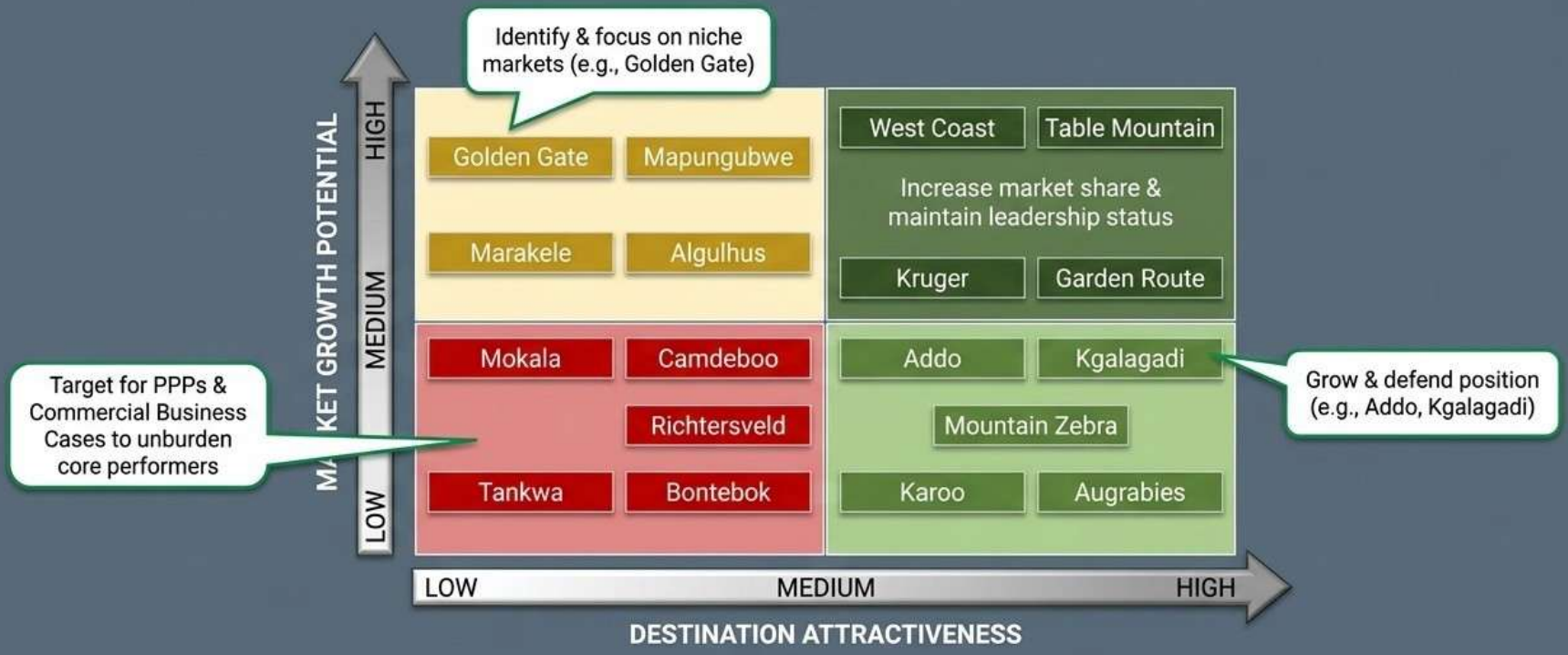
The shift to Mega Living Landscapes integrates biodiversity with community livelihoods.
This complex, landscape-scale approach cannot be funded by ecotourism gate revenues alone.

The 5-Pillar Financial Transformation Engine



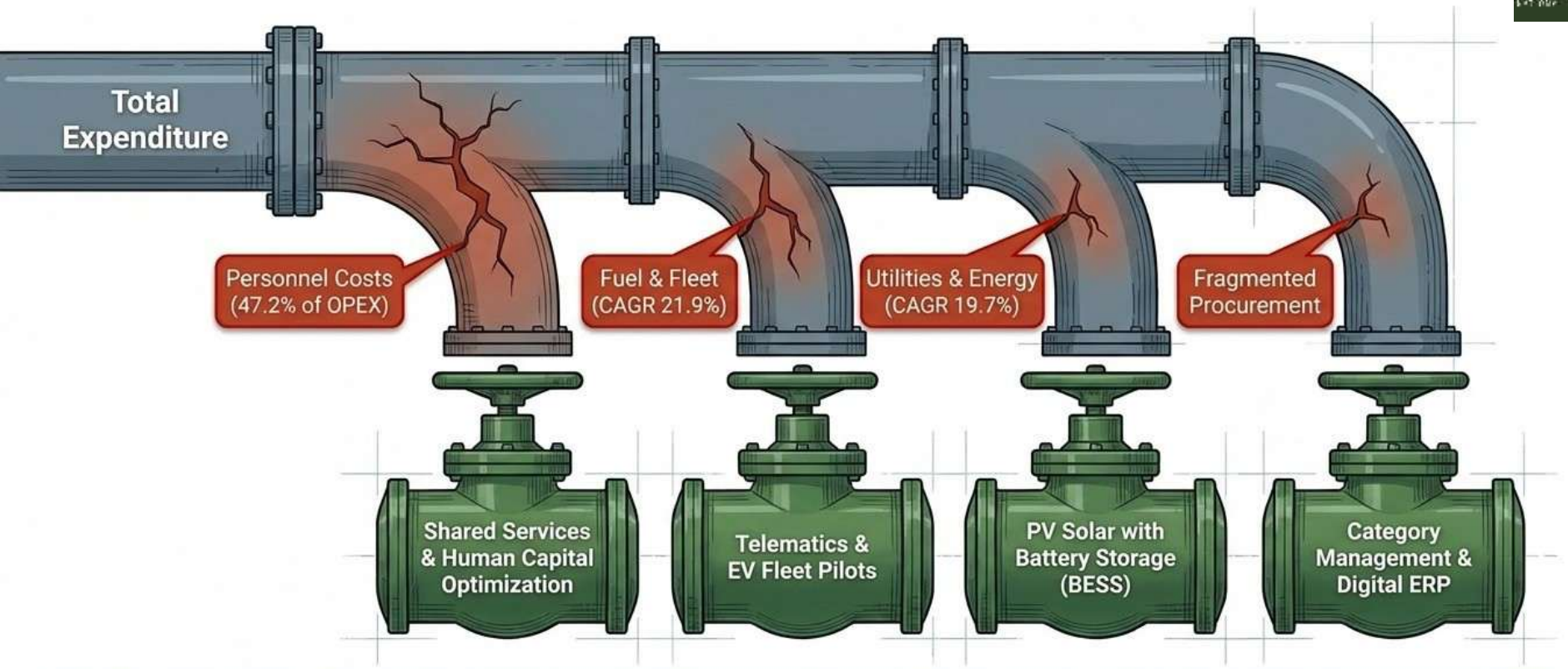
The FSS is an interconnected ecosystem. It leverages current assets (Pillars 1 & 5) while prompting aggressive efficiency and new external partnerships (Pillars 2 & 4), all powered by institutional readiness (Pillar 3).

Pillar 1: Re-engineering Internal Ecotourism IP



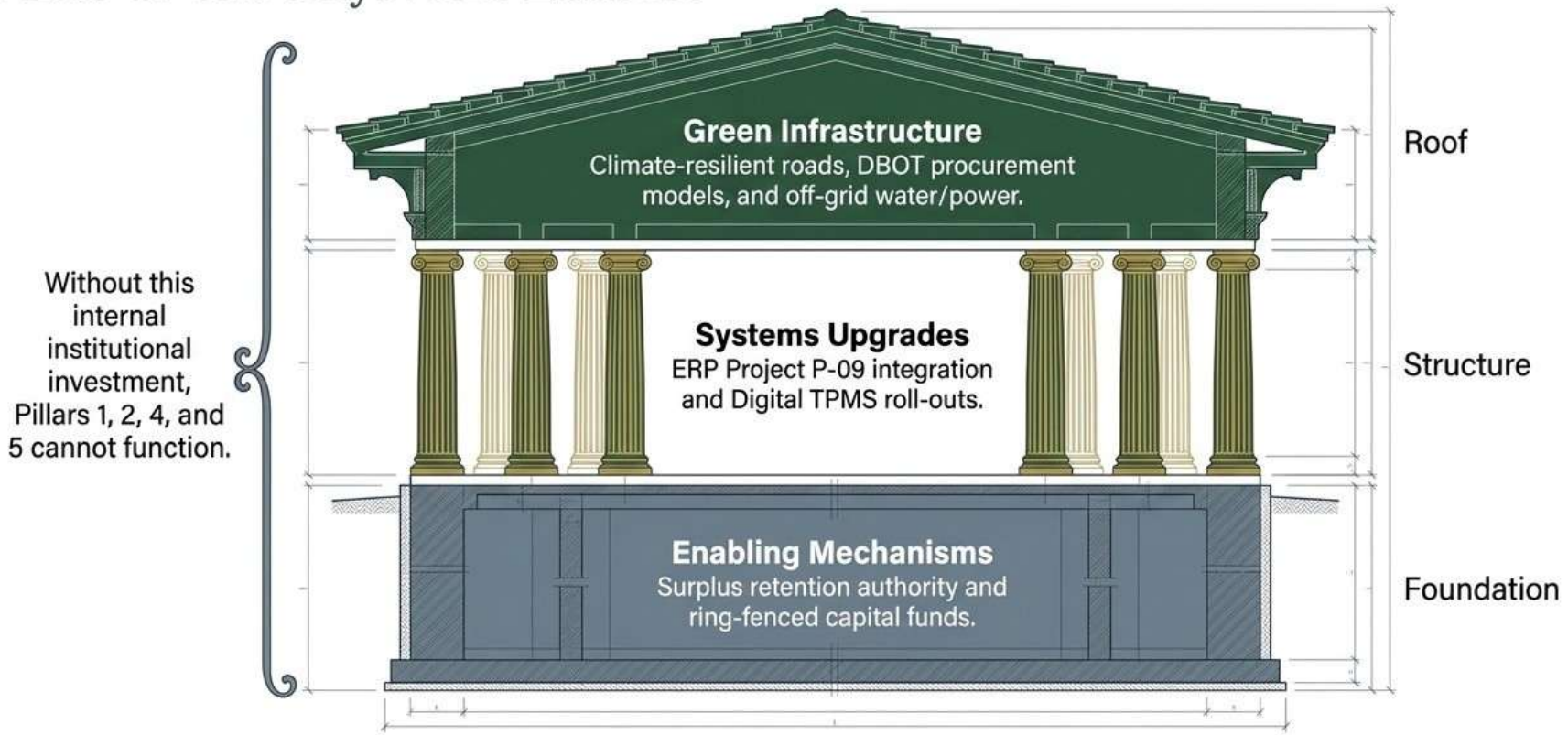
Moving beyond flat pricing. We are implementing dynamic pricing, digital yield management, and dedicated commercial viability strategies for all 20 parks to unburden the top 4 performers.

Pillar 2: Plugging Operational Leaks



Efficiency is not just cost-cutting; it is building adaptive capacity. By targeting our highest-growth cost drivers, we structurally lower our baseline funding requirements before pouring in new capital.

Pillar 3: The Keystone Enabler



Decades of under-investment require immediate reinvestment. The success of the entire FSS depends on upgrading our core infrastructure and digital nervous system to absorb and track new capital flows.

The Blended Finance Matrix: External vs. Internal Capital

Pillar 4: Mobilizing External Funding	Pillar 5: Accessing Alternative Funding
(Source): Third-party capital (DFIs, Philanthropy, GEF).	**(Source):** Internal natural capital and biological assets.
(Nature): Catalytic, project-specific, blended finance.	**(Nature):** Market-driven, sustainable, autonomous revenue generation.
(Examples): Impact Bonds (e.g., Rhino Bond), Green Climate Fund Grants.	**(Examples):** Carbon Credits, Biodiversity Offset Bank (BOB).

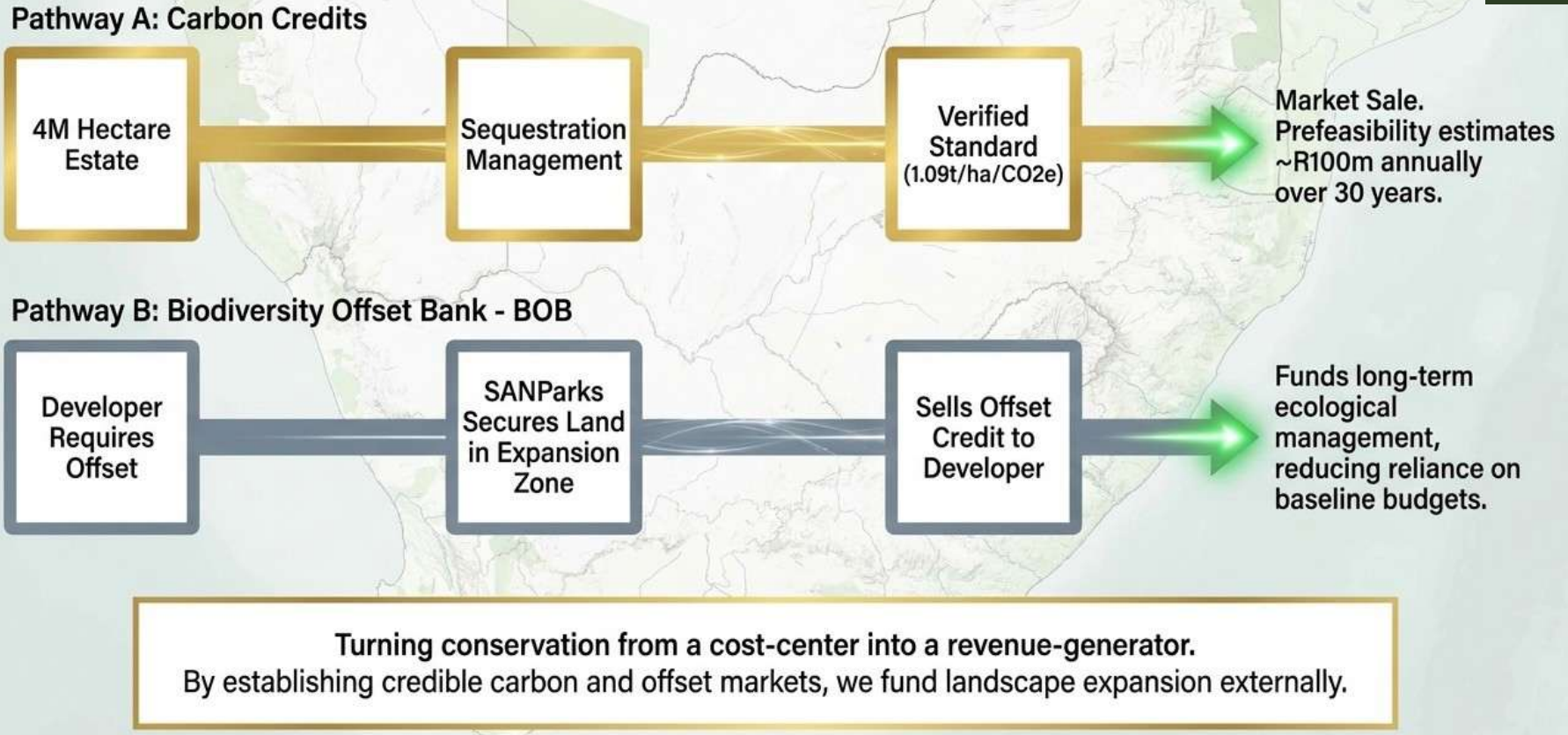
To meet **Vision 2040** targets, SANParks must simultaneously **crowd-in external development capital** while **systematically monetizing the ecosystem services of its own estate.**

Pillar 4: Activating Global Conservation Capital



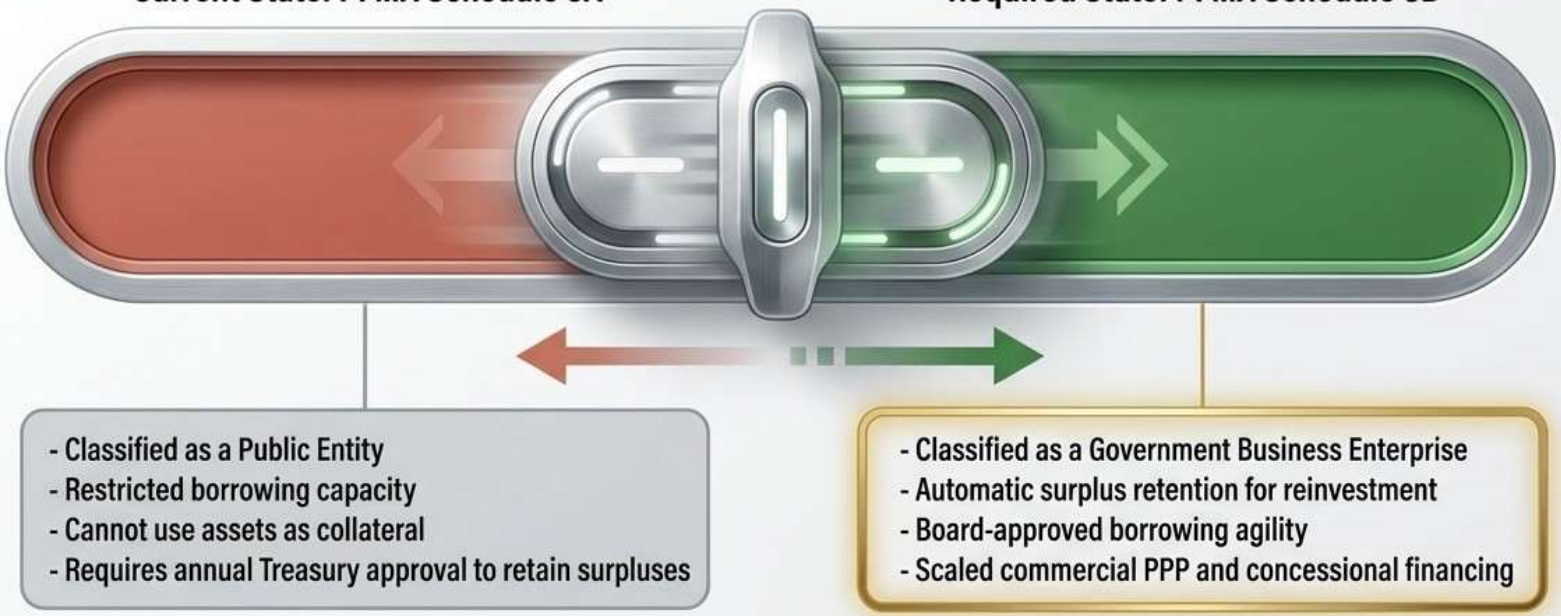
SANParks is transitioning from passive grant reception to active, outcomes-based financial partnerships, targeting global ESG and climate-finance pools.

Pillar 5: Unlocking the Value of Natural Capital



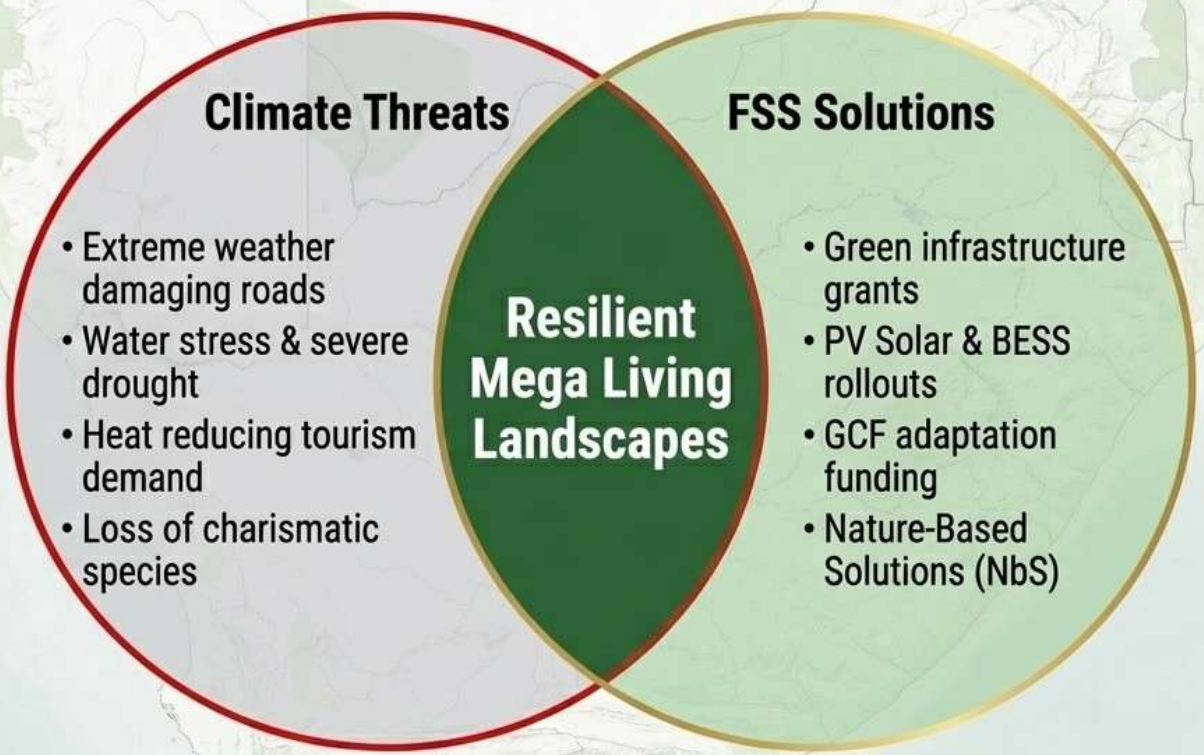
Turning conservation from a cost-center into a revenue-generator.
By establishing credible carbon and offset markets, we fund landscape expansion externally.

The Institutional Reform Switchboard



Reclassification to Schedule 3B is not a mandate shift—it is a mandatory operational reform. Without financial autonomy and surplus retention, the FSS remains structurally constrai

Shielding the Estate: Climate & ESG Resilience



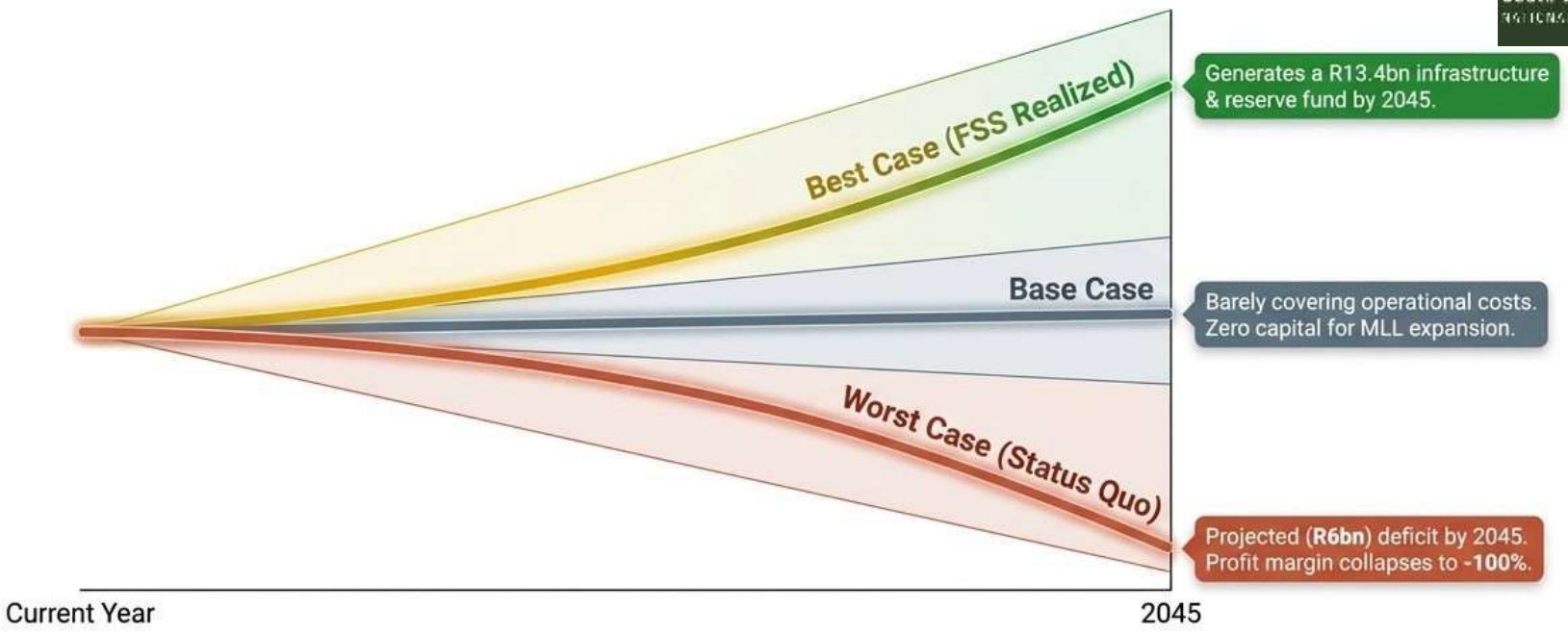
Climate change is an accelerating financial liability. The FSS integrates climate-proofing directly into capital allocation, ensuring operations survive future ecological shock

The Implementation Roadmap



A sequenced, three-horizon transition. We secure the core business today while concurrently building the natural capital and blended finance markets of tomorrow.

Securing the Mandate: The Cost of Inaction



Ecological Impact = Biological Mandate × Financial Agility

The Financial Sustainability Strategy is our bridge to Vision 2040. By shifting from reliance to resilience, we ensure South Africa's living landscapes thrive for generations to come.

THANK YOU





forestry, fisheries & the environment
Department:
Forestry, Fisheries and the Environment
REPUBLIC OF SOUTH AFRICA

Global Gateway

Co-funded by the European Union

german cooperation

Implemented by: giz

IUCN ifaw

South African NATIONAL PARKS

Launch of Law Enforcement and Anti-Poaching (LEAP) in the SADC Region:

Strengthening Regional Cooperation to Combat Wildlife Crime, supported by the German Government.

Launch of the

"Law Enforcement and Anti-Poaching (LEAP) in the SADC Region – Strengthening Regional Cooperation to Combat Wildlife Crime" Project

Skukuza (Bush Boma) | 11 November 2026

FINAL AGENDA
Moderator: Thabo Tlalanyane

Time	Agenda Item	Responsible
18h30 – 18h40	Remarks by SADC Secretariat	**Professor Kula Ishmael Theletsane** Director – Organ on Politics, Defence and Security Affairs
18h40 – 18h50	Remarks by the Federal Republic of Germany	**Ms Simone Goertz** Head of Economic and Development Cooperation – Embassy of the Federal Republic of Germany Gaborone
18h50 – 19h00	Remarks by SADC Chair	**Ms Mohlago Flora Mokgohloa** Deputy Director General, Biodiversity and Conservation – Republic of South Africa
19h00 – 19h05	Cultural performance	**Ntomgane Marimba Band**
19h05 – 19h20	Setting the Scene	**Dr Tobias Feldt** Project Manager – LEAP, German Cooperation (GIZ)
19h20 – 19h25	Cultural performance	**Ntomgane Marimba Band**
19h25 – 19h30	Official Launch	**SADC Secretariat, German Embassy and German Development Cooperation (GIZ)**
19h30 – 19h35	Closing Remarks by SADC Chair	**Ms Mohlago Flora Mokgohloa** Deputy Director General, Biodiversity and Conservation – Republic of South Africa
19h35 onwards – Networking & Snacks		

Closure Day 2

