

Terms of Reference (ANNEX 1) Contract 83411418

Review the SADC TFCA Programme (2013)

1. Background

Ecosystems across the globe are divided by political boundaries, and approximately one-third of all terrestrial high-biodiversity sites straddle international borders. For this reason alone, there is a compelling argument for neighbouring states to collaborate with the aim to increase landscape connectivity and conservation success. As a result, sovereign governments started to join hands on the creation of Transfrontier Conservation Areas (TFCAs) from the early 1930s.

In the Southern African Development Community (SADC), the concept started to gain importance in the 1990s, when the Memorandum of Understanding of the International Treaty between Botswana and South Africa was signed in 1999, which led to the establishment of the Kgalagadi Transfrontier Park (KTP), the first TFCA in Africa. In the same year, the [SADC Protocol on Wildlife Conservation and Law Enforcement](#) was endorsed by SADC Member States to establish common approaches to conservation and the sustainable use of wildlife resources. One of the key objectives of the Protocol is the conservation of shared wildlife resources through the establishment of TFCAs. It also defined TFCAs as *“an area or component of a large ecological region that straddles the boundaries of two or more countries, encompassing one or more protected areas, as well as multiple resources use areas”*.

Since then, more TFCAs emerged across the SADC region. Initially, the TFCA concept was implemented mainly bilaterally between SADC Member States. With time, Member States saw an important role for the SADC Secretariat to mobilise financial and technical resources, as well as to support regional knowledge sharing and collaboration. It is in this context that the [SADC TFCA Programme](#) was developed in 2013 to facilitate and support Member States' efforts in establishing and developing TFCAs in collaboration with national, regional and international partners *“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 and mankind at large”*. The programme provides a framework for TFCA development along seven key components: (i) Advocacy and harmonisation, (ii) Enhancement of financing mechanisms for TFCAs, (iii) Capacity building for TFCA stakeholders, (iv) Establishment of data and knowledge management systems, (v) Enhancement of local livelihoods, (vi) Reducing vulnerability of ecosystems and people to the effect of climate change and (vii) Development of TFCAs into marketable regional tourism products. As a result, the SADC TFCA Network was established in the same year, directly responding to component (iv) of the SADC TFCA Programme, with a purpose to *“overcome TFCA challenges through shared learning, knowledge management and collaboration”*.

At the time when the TFCA Programme was drafted, 18 TFCAs were identified across the SADC region, in various stages of development (See Figure 1):

- *Category-A: Established TFCAs* with a legal mandate and established through a treaty or any other form of agreement recognized by the partner countries (8);

- *Category-B: Emerging TFCAs* with signed MOU. The MOUs serve as instruments that facilitate negotiations towards the signing of treaties to formally establish the respective TFCAs (4); and
- *Category C: Conceptual TFCAs* in the process of developing MOUs or proposed by some SADC Member States as potential TFCAs (6).

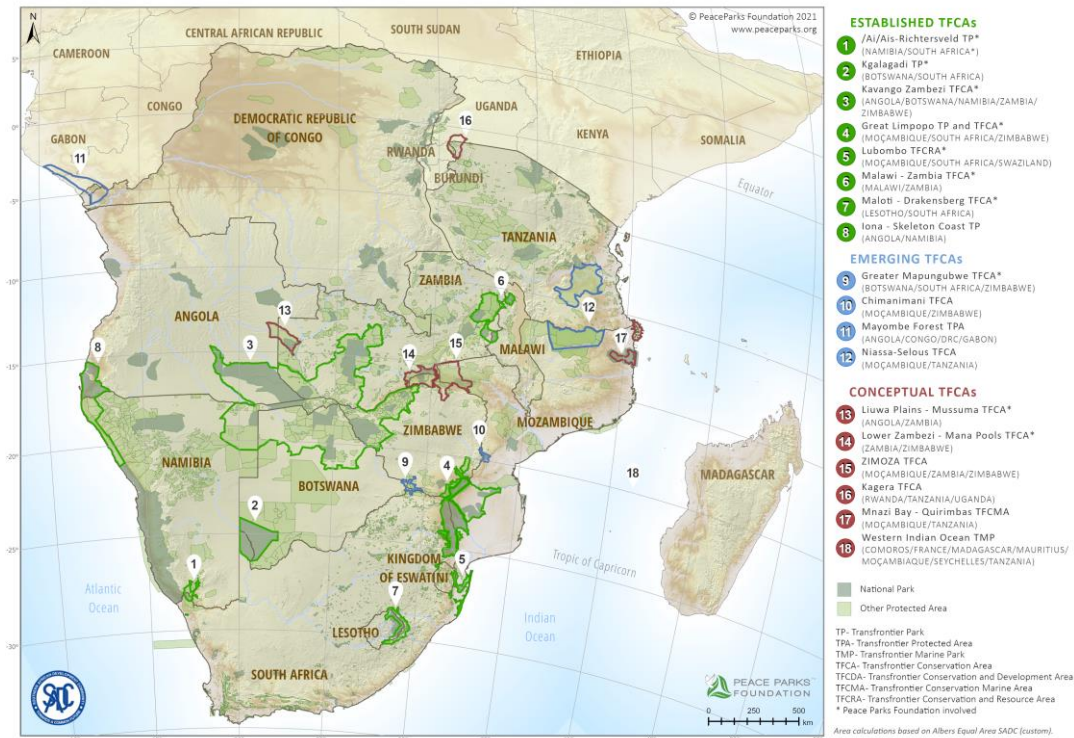


Figure 1: SADC TFCa Map (2021)

Further to the categories identified, the SADC TFCa Programme clearly articulates that TFCAs cannot be a mere conservation activity, and that the local communities living in and around TFCAs, should be the primary beneficiaries. It also specifies that SADC TFCAs do not necessarily have to be between SADC Member States only but can involve partnerships with non-SADC Member States.

2. Rationale for the consultancy

In August 2019, the SADC TFCa Network Steering Committee consisting of TFCa Focal Points of Member States met in Livingstone, Zambia, to prioritise support to the TFCa Programme implementation. The meeting, among others, identified the need to review the SADC TFCa Programme to reflect on learnings on current needs. In addition, it was noted that, while SADC has kept track of the 18 TFCa described and listed in the SADC TFCa Programme (2013), when a TFCa moved up category or expanded their boundaries, no TFCAs have been added or removed from the list since 2013. While the SADC TFCa Programme underscores the importance of the systematic expansion of the SADC Network of TFCAs, it does not outline a process to become listed or delisted, such is the case for UNESCO World Heritage Sites, Biosphere Reserves or Ramsar

Sites. The SADC TFCA Network Steering Committee therefore recommended that the SADC TFCA Programme should be reviewed with the following considerations:

- Align to the global Aichi targets and Sustainable Development Goals;
- Align to the SADC Regional Indicative Strategic Development Plan 2020-2030 and other related SADC Protocols, Strategies and Programmes;
- Include a key-component on Shared Natural Resource Management;
- Outline a clear process for TFCAs to become listed by SADC, to support the continued expansion of the SADC Network of TFCAs;
- Clearly define how TFCAs should be listed when also involving Non-SADC Partners;
- Consider updating the definitions of the three categories of TFCAs.

The proposal and accompanying Concept Note were endorsed by the Joint Ministerial Meeting of Ministers Responsible for Environment, Natural Resources and Tourism, held virtually in Maputo, Republic of Mozambique, in June 2021.

In addition, the SADC TFCA Network Steering Committee met during the annual SADC TFCA Network meeting held virtually from 12-14 October 2021 to discuss the support the Secretariat can give TFCAs to move from Category C to Category B, and from Category B to Category A and how to strengthen communication, collaboration and cooperation. The Steering Committee recommended, amongst others, the development of a short and user-friendly handbook with a step-wise process that can assist TFCA Partner States on how to progress to a Category A TFCA, and how to become a functional Category A TFCA. The 38th SADC Technical Committee on Wildlife held virtually in Lilongwe, Malawi on the 29th of March 2022 endorsed the commissioning of a handbook on the establishment of SADC TFCAs for the SADC TFCA Network Steering Committee to lead and endorse for use.

It is against this backdrop, that the SADC/GIZ Climate Resilience and Natural Resource Management (C-NRM) Programme is looking for a company (hereafter called “Service Provider”) to lead on the revision of the SADC TFCA Programme and accompanying documents. The documents will be prepared and finalised in close collaboration with the SADC Food, Agriculture and Natural Resources (FANR) Directorate, SADC/GIZ C-NRM, the SADC TFCA Network Steering Committee as well as key stakeholders from the SADC TFCA Network.

3. Overall objective of the assignment

To conduct a Situational Analysis of TFCAs in the SADC Region and based on the key observations develop a Revised SADC TFCA Programme and Costed Action Plan.

4. Key Deliverables

- a) To undertake a Situation Analysis of TFCAs in the SADC region. This will cover three parts, namely:
 - i. Background information on the status of TFCA development, including key drivers and trends of biodiversity loss in the region and how effective TFCAs have been addressing challenges around transboundary natural resource management and socio-economic development. The Consultant should also compile information on what other cross-border conservation

- initiatives have emerged within the SADC region (including partnerships between SADC and Non-SADC Partners) outside of the 18 TFCAs already listed;
- ii. Analyse other global initiatives that designate and list cross-border landscapes, such as the UNESCO World Heritage Convention, UNESCO Man and the Biosphere Programme and the Ramsar Convention on Wetlands of International Importance and propose solutions for listing of TFCAs in the SADC region.
 - iii. Review of the TFCA Programme (2013) and relevant global, continental and regional policies and initiatives including cross-cutting matters (e.g. gender, youth, health, disaster risk management), and analyse constraints and opportunities, to consolidate them into one new SADC TFCA Programme;
- b) Based on the Situation Analysis, to agree with Member States and SADC Secretariat on the main elements for the new SADC TFCA Programme;
- c) Based on the agreed main elements of the new SADC TFCA Programme, develop a revised SADC TFCA Programme which includes:
- i. Vision, Mission, Objectives, Goals, Activities and Timelines
 - ii. Costed Action Plan (CAP) with costed estimates of multi-year action plans for achieving the Goals of the SADC TFCA Programme;
 - iii. Identify and outline a clear process for TFCAs to become listed or delisted, in support of the continued expansion of the SADC Network of TFCAs. This includes clear guidelines and criteria on how to include and list TFCAs in the SADC region and with Non-SADC Partners
 - iv. Revision of existing SADC TFCA M&E Framework based on the revised SADC TFCA Programme, where required;
- d) Based on (a), (b) and (c) above, as well as existing literature, develop a short and user-friendly handbook with a step-wise process on how to be listed as a Category C TFCA, how to progress to a Category A TFCA, and how to become a successful Category A TFCAs.

5. Tasks, travels, and deliverables to be performed by the service provider

5.1. The service provider will undertake the following tasks:

Tasks	Outputs /Deliverables	By date
Submit inception report to SADC Secretariat and the SADC/GIZ C-NRM Programme including approach/methodology, roadmap of activities to undertake the assignment and requirements/support needed	Inception report.	28 August
Virtual inception meeting with SADC Secretariat, the SADC/GIZ C-NRM Programme to discuss the inception report and agree on timelines and stakeholders	Minutes, updated inception report	30 August

<p>Design and circulate a questionnaire(s) to send to Member States and relevant stakeholders to gather relevant data; and conduct interviews, via email and virtual meetings with relevant resource persons, for the three parts of the situation analysis as well as the outline of the revised SADC TFCA Programme.</p>	<p>Survey preferably on SurveyMonkey or GoogleForms</p>	<p>10 September</p>
<p>Reach out to SADC Member States and TFCAs specifically on:</p> <ul style="list-style-type: none"> - Status of Category C TFCAs. Do Partner States still want to pursue a functional TFCA or not - Status of cross-border initiatives outside of the 18 TFCAs currently listed. Which other areas could potentially join the list of SADC TFCAs and what is their status. - What processes TFCAs/Member States would like to follow to become officially listed under SADC, and how to involve Non-SADC Partner States. <p>In the engagement with SADC Member States and TFCAs, specific emphasis should be given to existing and potential Coastal and Marine TFCAs, as well as cross-border initiatives with the Comoros, Democratic Republic of Congo (DRC), Madagascar, Mauritius, Seychelles and Madagascar.</p>	<p>Meeting notes</p>	<p>10 September</p>
<p>Conduct literature review and consult with stakeholders, including;</p> <ul style="list-style-type: none"> - SADC FANR - SADC Directorates involved in cross-cutting matter (DRR Unit, Directorate on Water Division, Energy and Infrastructure, Transport); Directorate on Social and Human Development (SHD) Organ on Politics Defense and Security Affairs. - Key members of the SADC TFCA Network - UNESO WHS Convention, UNESCO Man and the Biosphere Programme, RAMSAR Convention 	<p>Consultation notes, Literature list</p>	<p>20 September</p>

<ul style="list-style-type: none"> - Other Regional Economic Communities (e.g. AU, EAC, ECCAS) - Western Indian Ocean Marine Science Association (WIOMSA) 		
Submit a zero draft of the Situation Analysis report to SADC Secretariat and SADC/GIZ C-NRM for initial inputs including an analysis of the survey	Zero Draft Situation Analysis Report	16 September
Two (2) day consultative meeting with TFCA Focal Points and key stakeholders from the SADC TFCA Network to discuss outcomes of the survey, present the Situation Analysis Report and discuss key components of the Revised SADC TFCA Programme, including: <ul style="list-style-type: none"> - Vision, Mission, Objectives, Goals, Activities and Timelines A clear process for TFCAs to become listed or delisted	PowerPoint, Facilitation plan incl. use of breakaway groups, Meeting notes	27-28 September
Submit 2 nd draft of the Situation Analysis report to SADC Secretariat and SADC/GIZ C-NRM for circulation to Member States	2 nd Draft Situation Analysis	30 October
Circulate Situation Analysis Report to Member States for inputs		31 October
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Incorporate comments into final draft Situation Analysis report		
Consult with key stakeholders around budget requirements, including: <ul style="list-style-type: none"> - SADC Secretariat - TFCA Secretariats/International Coordinators - TFCA Focal Points - Key ICPs (e.g. GIZ, KfW, EU, USAID, UK, WWF, PPF) 	Meeting notes	18 November
Submit final draft Situation Analysis report to SADC Secretariat and SADC/GIZ C-NRM	Final draft Situation Analysis Report	25 November
Compile zero draft of the revised SADC TFCA Programme (not more than 60 pages incl. annexes)	Zero draft SADC TFCA Programme	25 November
One (1) day virtual consultative meeting with the SADC TFCA Network Steering Committee consistent of TFCA Focal Points of all SADC Countries, to discuss	PowerPoint, Facilitation Plan	9 December

specifically (i) the proposed Costed Action Plan and (ii) the proposed outline of the handbook on the establishment of SADC TFCAs		
Submit short and user-friendly handbook on the establishment of SADC TFCAs	Zero draft Handbook on the establishment of SADC TFCAs	13 January 2023
Revise zero draft of the revised SADC TFCA Programme after receiving comments and inputs to circulate with Member States	2nd draft SADC TFCA Programme:	13 January 2023
One (1) day validation workshop with Directors of Wildlife and the SADC TFCA Network Steering Committee	PPT	10 February 2023
Incorporate comments from validation workshop		
Submit final drafts to SADC Secretariat	Final drafts: - SADC TFCA Programme - Handbook on the establishment of SADC TFCAs	24 February 2023
Making final revisions as required		31 March 2023

5.2. Duty Station & travel

The service provider will work from his/her respective home country.

Travel is required to attend a 2-day consultative meeting held in September 2022 in Johannesburg, South Africa. The service provider is expected to make its own logistical arrangements (including for transport, accommodation, visas and permits, etc.). The proposed costs for travel for the suggested team member(s) should be included in the financial bid.

6. Period of assignment

The service provider shall not exceed a maximum of **90 working days** to undertake the assignment. The assignment will be spread over the period 26 August 2022 to 31 March 2023.

7. Reporting

The service provider will report to SADC Secretariat and C-NRM Project. The drafts and deliverables shall be submitted in electronic format, in English language to:

- (i) Director FANR and Programme Officer TFCAs
- (ii) Project Manager C-NRM and Technical Advisor NRM

8. Qualifications and responsibilities of the Team Lead

The Company is required to provide personnel who are suited to filling the positions described, based on their CVs. Only one team-leader can be proposed for this assignment.

Team leader: Responsible for overall management of the assignment. He/she must have strategic vision thinking and extensive working experience in the SADC region.

Qualifications:

- An MSc degree or higher in Natural Resource Management, Economics, Social Sciences or related field;
- Must be a Citizen or Resident of a SADC Member State;
- Minimum of 15 years' experience working with TFCAs and proven access to a well-established network of TFCA practitioners across the region;
- Experience in policy and strategy (vision, mission, and costed action plans) development in SADC and beyond, related but not restricted to the fields of (transboundary) natural resource management, sustainable development, climate change and community engagement;
- Good understanding of global policies including Sustainable Development Goals and AICHI Targets;
- Good knowledge of SADC region's policies, strategies and protocols, and its natural resources including biodiversity conservation and natural resources management in Southern Africa;
- High moderation and technical skills in completion of projects in consultation with diverse stakeholder groups;
- Pro-active personality with strong interpersonal skills and the ability to communicate and work well with diverse people;
- Excellent English writing and speaking skills; knowledge of Portuguese and/or French is an asset.

9. Qualifications and Responsibilities of the Short-term expert pool with minimum 2, maximum 6 members

Minimum qualifications:

- BSc degree or higher in Natural Resource Management, Economics, Social Sciences, Monitoring & Evaluation or related fields;
- Combined experience of 25 years working with TFCAs and proven access to a well-established network of TFCA practitioners across the region;
- Proven experience developing budget, costed implementation plans for large projects and programmes;
- Proven experience working with UNESCO and/or RAMSAR designations;
- High facilitation skills and extensive experience setting up interviews with a variety of stakeholder groups with minimal supervision;
- Excellent English writing and speaking skills. Combined knowledge of French and Portuguese.

Tasks of the short-term expert pool:

- Conducting and facilitating regional stakeholder meetings;
- Conducting stakeholder surveys;
- Organise stakeholder meetings with amongst others, SADC Member States. Portuguese and French knowledge skills are required.

- Context analyses e.g.
 - Analyse global initiatives that designate and list cross-border landscapes, such as the UNESCO World Heritage Convention, UNESCO Man and the Biosphere Programme and the Ramsar Convention on Wetlands of International Importance and propose solutions for listing of TFCAs in the SADC region;
 - Identify risks that hinder TFCA development such as climate change, global pandemics, (natural) disasters and indicate risk informed development options.
- Outline a clear process for TFCAs to become listed or delisted, in support of the continued expansion of the SADC Network of TFCAs. This includes clear guidelines on how to include and list Non-SADC Partners to TFCAs;
- Develop a Costed Action Plan (costed estimates of a multi-year action plan for achieving the Goals of the SADC TFCA Programme);
- Revision of existing SADC TFCA M&E Framework based on the revised SADC TFCA Programme, where required;
- Writing of a user-friendly and concise handbook summarising important technical information into non-technical language.

The short-term expert pool proposed by the service provider is summarily assessed to determine whether the proposed personnel, with the qualifications as stated and taking account of the assignment times, is capable of assuming the areas of responsibility and/or tasks and processing the stated themes.

The service provider must present a personnel concept that covers the objectives of the assignment and tasks in their entirety. This personnel concept must name the positions and tasks for each team member as well as describing the interaction between the team members.

10. Confidentiality

The service provider shall comply with the GIZ General Terms of Contract and shall be mindful of its duty of loyalty and confidentiality connected to this contractual relationship.

11. Assessment of the Service Provider

The assessment for the award of the contract shall be based on the evaluation of the Company's Technical Proposal, the Team Leader CV and the Personnel Concept (70%) and the Financial Offer (30%).

Please note that only formalised legal entities (e.g. companies, organisations) are eligible.

Documents to be submitted by the service provider

At the moment of bidding:

- Technical proposal (max. 5 pages)
- Personnel Concept and CV(s)
- Financial proposal (AS A SEPARATE ATTACHMENT)

- Business registration

The bid is drawn up in **English** language.