Monitoring and Evaluation (M&E) Framework for the SADC Transfrontier Conservation Area (TFCA)

Programme (2023-2033)

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About SADC

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

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EXECUTIVE SUMMARY

The revised SADC Transfrontier Conservation Area (TFCA) Programme 2023–2033 presents a more focused and strategic vision for advancing transboundary conservation, sustainable development, and regional integration. In alignment with this vision, the Monitoring and Evaluation (M&E) Framework has been developed to assess the Programme's progress towards its five consolidated goals (below), drawing from extensive stakeholder engagement, lessons learned from the previous programme cycle, and evolving regional priorities.

The framework features a streamlined set of indicators aligned to five strategic goals:

- Integrated management of transboundary landscapes and seascapes
- Improved livelihoods and well-being of communities
- Strengthened governance and regional integration
- Sustainable financing for TFCAs
- Enhanced skills, capacity, and knowledge development

This M&E Framework is designed to be strategic, flexible, and fit-for-purpose, enabling stakeholders—particularly Member States and TFCAs—to monitor critical areas, reflect on performance, and support adaptive decision-making. Unlike detailed, project-level tools, the framework focuses on higher-level outcomes and impact, providing a structure for learning, accountability, and programmatic adjustment across the SADC TFCA landscape.

Implementation is guided by a collaborative, multi-stakeholder approach that emphasises ownership, capacity building, and knowledge sharing. Data collection and reporting are designed to be flexible and realistic, with varying responsibilities distributed among TFCA managers, Member States, the SADC Unit, and cooperating partners. Emphasis is placed on peer review, collective analysis, and the practical use of data to inform planning and investment decisions.

Given the diversity of TFCA contexts and the uneven capacity across Member States, the framework is deliberately adaptable, allowing TFCAs to prioritise indicators based on relevance and feasibility. It promotes the use of existing resources and partnerships, while ensuring that M&E efforts are manageable, meaningful, and integrated into broader regional objectives.

Ultimately, this framework positions M&E as a tool for strategic alignment and continuous learning, helping to drive effective and sustainable conservation and development outcomes across the SADC region's unique transboundary landscapes.

1. INTRODUCTION TO THE M&E FRAMEWORK

The SADC TFCA Programme was revised in 2023. As part of this process, there was a participatory review process that took stock of the achievements of the previous programme cycle, consolidated the programmatic structure, and put forward a plan for the next decade. This process also spelled out priorities and identified risks and assumptions to the Programme. This process has laid the foundation for the development of a Programme-wide M&E framework, against which stakeholders will report progress, reflect on lessons learned, and adapt for continued implementation of the programme.

The M&E Framework presented has been developed to measure, at a strategic level, the extent to which the Programme is taking steps towards its objectives. It is not intended to be a detailed tool to monitor dynamics within each specific TFCA, nor is it designed to carefully track programme implementation. Rather, it is a tool for learning and reflection on the overall trajectory of the Programme. It should give the Programme Unit, TFCA managers, and Member State representatives the tools needed to reflect on the strengths and shortcomings of the Programme, to allocate resources most effectively, and to adapt the programme design as needed, for greater effectiveness.

This report is structured as follows: Section 2 outlines the context of the SADC TFCA Programme. Section 3 provides an overview of the Programme's theory of change and Programme results. Section 4 details the M&E framework – including the Programme indicators. Section 5 provides guidance on the implementation of the M&E framework – including roles and responsibilities and the process of implementation. Section 6 outlines the proposed resourcing for the implementation of the framework and Section 7 concludes this report.

2. SADC TFCA PROGRAMME CONTEXT

The SADC TFCA Programme for 2023-2033 builds upon previous regional initiatives and seeks to enhance biodiversity conservation, regional integration, and socio-economic development. The SADC region is biodiverse rich region and is home to numerous protected areas that span across multiple countries. This Programme provides a framework to strengthen transboundary collaboration and sustainable natural resource management, ensuring that conservation efforts contribute to socio-economic growth and climate resilience.

The first TFCA initiatives in the 1990s (Figure 1) laid the foundation for cross-border conservation agreements between neighbouring countries. The SADC TFCA Programme was formally established in 2013, with a focus on promoting integrated and sustainable conservation practices across borders. The 2023-2033 framework builds on lessons learned from the previous decade, incorporating adaptive management strategies, enhanced governance structures, and increased stakeholder engagement, with the purpose of demonstrating the impact and progress made in the Programme.

Figure 1: Evolution of the SADC TFCA Programme and M&E Frameworks

1999 — **SADC Protocol on Wildlife Conservation and Law:** Focus on conservation of shared wildlife resources through the establishment of Transfrontier Conservation Areas (TFCAs) which is defined as "an area or component of a large ecological region that straddles the boundaries of two or more countries, encompassing one or more protected areas, as well as multiple resource use areas".

2013 — **Approval of the 2013 SADC TFCA Programme** reinforced Member States' efforts to establish and develop TFCAs in collaboration with national, regional, and international partners.

2018 — **SADC TFCA M&E Framework developed.**

2021 — Ministers responsible for Environment, Natural Resources and Tourism called for the **Review of the 2013 SADC TFCA Programme.**

2023 — **Revised SADC TFCA Programme approved** with a vision to develop a "world-class network of sustainably managed transboundary landscapes and seascapes across".

2024 — **The SADC Technical Committee on Wildlife** called for a revision of the SADC M&E Framework in line with the revised TFCA programme. The goal of the system is to improve programmatic performance and strengthen learning.

The successful execution of the SADC TFCA Programme relies on a multi-stakeholder approach involving governments, conservation organisations, local communities, and international partners. Each Member State is responsible for aligning national policies with regional objectives while ensuring adequate institutional support for TFCA activities. Additionally, public-private partnerships are crucial in leveraging financial and technical support for infrastructure development, research, and capacity building.

2.1. Integration of the SADC TFCA Programme

In both the original development and subsequent revisions of the SADC TFCA Programme, all efforts were made to align the Programme to relevant regional and international development and conservation initiatives. This is also true of the M&E framework, which, wherever possible, has aligned standard indicators, and drawn on existing M&E efforts being undertaken by TFCAs and Member States. For example, Table 1, drawn from the current TFCA Programme, illustrates the linkages between SADC's Regional Indicative Strategic Development Programme (RISDP), and the TFCA initiative.

Table 1: Linkages between SADC's RISDP and the TFCA Initiative

RISDP (2020 – 2030) Pillar	Implications for the SADC TFCA Programme
Peace, Security and Good Governance	The governance and oversight of TFCAs presents an opportunity for continued high-level cooperation among Member States, enhanced regional frameworks to address transnational law enforcement and anti-poaching, and enhanced human security, particularly for the most vulnerable and marginalised populations.
Industrial Development and Market Integration	Clear direction provided on the development of interconnected, integrated and competitive Blue, Green and Circular Economies that are sustainably developed for the benefit of all SADC citizens. Deepened regional market integration, including enhanced cooperation and regional coordination in matters relating to tourism is also referenced.
Infrastructure Development in Support of Regional Integration	TFCAs should be encouraged to identify critical regional infrastructure requirements in support of their strategic priorities.
Social and Human Capital Development	Improved living standards as measured through improved food and nutrition security and increased job creation and access to decent work opportunities.
Cross-cutting Issues: Gender, Youth, Environment and Climate Change, and Disaster Risk Management	Increased participation of women in regional development; skilled youth participating in, and driving, socio-economic development. Enhanced sector-based approaches towards development climate change resilience and enhanced disaster risk management. Improved management of the environment and sustainable utilisation of natural resources.

The SADC TFCA programme anticipates, that over the next 10 years, building a strong network of sustainably managed, transboundary landscapes and seascapes across and for the benefit of SADC, will contribute to three pillars, namely:

1. Harmonising the transboundary management of natural resources in a way that is coordinated and equitable. The SADC TFCA Programme will contribute to integrated and effective management of transboundary landscapes and seascapes through integrated planning, ecosystems services and species management, as well as the use of knowledge management and monitoring systems.
2. Through transboundary management, the programme will see improved conservation outcomes as a result of coordinated efforts, and stronger systems for evidence-based decision making. The SADC TFCA programme will build institutions of and for transboundary conservation, by aligning governance systems, strengthening capacity, and identifying sustainable sources of finance.
3. Sustainable livelihoods, supported by the effective and equitable governance of natural resources and economic opportunities arising from them. The SADC TFCA programme will contribute to the improvement of sustainable livelihoods of indigenous people and local communities who live in and adjacent to transboundary landscapes and seascapes through effective stewardship, clearly defined rights for sustainable use, and a reflection of community leadership in the programme's governance.

These pillars are aligned to the pillars of SADC's RISDP in the following ways:
- Peace, security, and good governance will be supported through the harmonisation and strengthening of governance structures in TFCAs.
- Industrial development and market integration will be supported through unlocking opportunities to develop Blue, Green and Circular Economies, including tourism and natural resource beneficiation markets across TFCA landscapes.
- TFCAs have infrastructure components of their plans, which can include transport infrastructure, as well as infrastructure related to protected area management.
- Social and human capital development will be strengthened through the SADC TFCA programme's key objective of building resilient livelihoods through both economic diversification, and disaster risk reduction.
- Cross-cutting issues related to women and youth, the environment and climate change, as well as disaster risk management will be mainstreamed throughout all planning and implementation processes in TFCAs.

This programme is also closely aligned and complementary to the Theory of Change of the Kunming-Montreal Global Biodiversity Framework (GBF), which sets out a 2050 vision of 'Living in Harmony with Nature'.

The GBF Theory of Change outlines how a wide range of tools and solutions have to be developed, implemented and scaled to reduce the multiple threats to biodiversity whilst ensuring that people's needs can be met through the sustainable use of biodiversity. These actions are supported by enabling conditions, adequate means of implementation – including financial resources, capacity and technology and are underpinned by the principles of responsibility and transparency.

Figure 2: Kunning-Montreal Global Biodiversity Framework
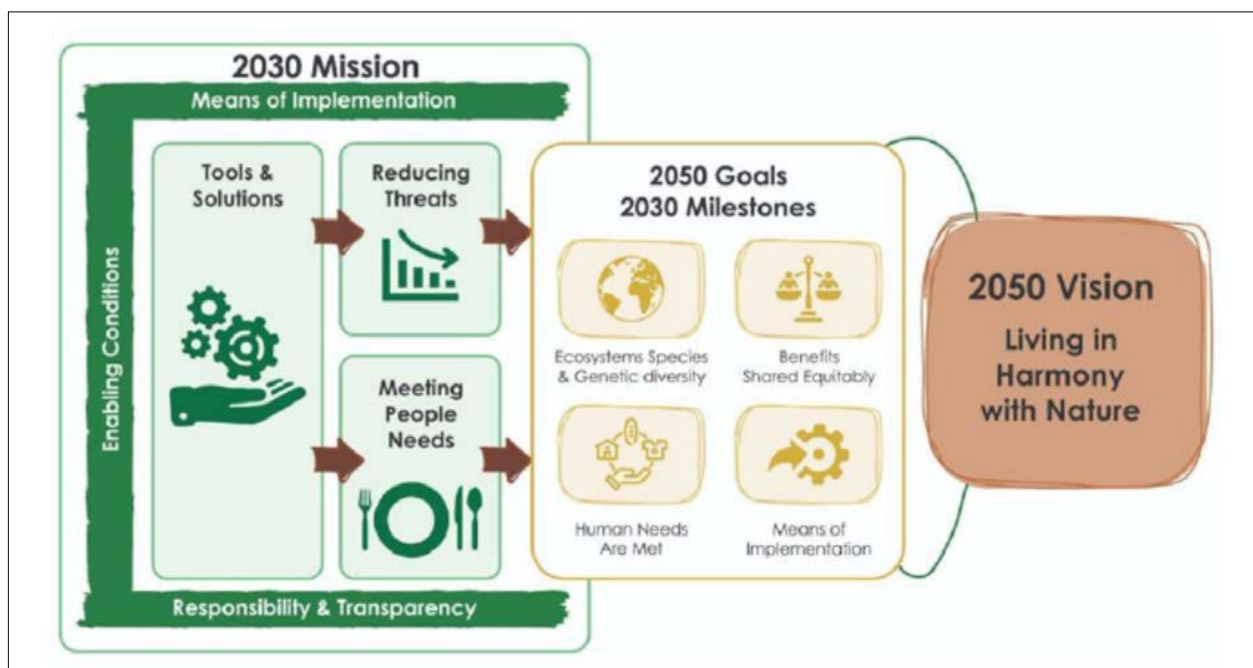
A full discussion of the alignment of the SADC TFCA Programme to cognate global and regional development and sustainability programmes is discussed in the programme document, but wherever possible, indicators for the Programme were selected that are in alignment with existing reporting against global, regional, and national targets, both streamlining the burden of reporting, but also making the best use of available evidence for decision making.

As an example, this M&E Framework will support reporting against several indicators as part of SDG 15, including:

- 15.3.1 Proportion of land that is degraded over total land area
- 15.5.1 Red List Index
- 15.6.1, Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits
- 15.8.1, Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species,
- 15.a.1.b, Revenue generated and finance mobilized from biodiversity-relevant economic instruments,

All efforts have been made to align this M&E Framework with existing indicator reporting obligations, at a global and regional level. In the process of piloting and refinement, consistent steps towards further integration through adaptation and collaboration should remain a consideration. The nested theories of change have been illustrated in existing programme documentation, and this should follow through to indicators and reporting processes.

3. SADC TFCA PROGRAMME THEORY OF CHANGE AND PROGRAMME RESULTS

3.1. Theory of Change

The SADC TFCA Programme 2023-2033 has five goals (Figure 2), which are well aligned to complementary global programming on socioecological systems.

Figure 3: SADC TFCA Programme's Five Goals

1	Integrated and effective management of transboundary landscapes and seascapes.
2	Improved well-being and livelihoods of people through agriculture, wildlife, fisheries, forestry, tourism, and other sectors.
3	Strengthened governance, multi-sector partnerships and regional integration.
4	Long-term sustainable finance for TFCAs secured.
5	Enhanced skills and capacity development and improved knowledge.

These goals are built around the three pillars of SADC TFCAs which are to foster:

- Regional integration between two or more states to manage shared natural resources and to achieve progress towards legal harmonisation and active cooperation in resolving matters relations to transfrontier conservation in the region.
- Transboundary management of natural resources and ecosystems.
- Socio-economic development based on the sustainable use of natural resources by communities living in, and alongside TFCAs.

These objectives are all brought together in a theory of change (Figure 3), that that illustrates the **overall mission of the SADC TFCA Programme** at the centre – a world-class network of sustainable managed transboundary landscapes and seascapes across, and for the benefit of, SADC; and the three **pillars** of harmonised transboundary management, enabling governance and institutions, and sustainable livelihoods. The results and the mission of the Programme are facilitated by the three **enabling components** of capacity, resourcing, and partnerships.

Figure 4: SADC TFCA Programme Theory of Change

3.2. Programme Results

The outcomes of the Programme are illustrated in the table below and have shaped the priority areas of the SADC TFCA Programme M&E framework.

Table 2: SADC TFCA Programme Goals and Outcomes

Goal	Outcome
Goal 1: Integrated and Effective Management of Transboundary Landscapes and Seascapes	**Outcome 1.1** Integrated transboundary land and seascape planning applied in SADC TFCAs
	Outcome 1.2 Effective transboundary ecosystem services and species management enabled and strengthened across SADC TFCAs
Goal 2: Improved well-being and Livelihoods of People through Agriculture, Fisheries, Forestry, Tourism and Other Activities	**Outcome 2.1** Employment and livelihood opportunities in the Green, Blue and Circular Economies are secured and expanded
	Outcome 2.2 Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green, Blue and Circular Economies is unlocked
	Outcome 2.3 Diverse sustainable tourism products and experiences increase the attractiveness and value of TFCAs as tourism destinations
	Outcome 2.4 An effective and sustainable mitigation of threats, conflicts and risks to local communities living in and around TFCAs
Goal 3: Strengthened Governance, Multi-Sector Partnerships and Regional Integration	**Outcome 3.1** Political will in support of the development of TFCAs is strengthened across all spheres
	Outcome 3.2 Improved harmonisation of policy and legal frameworks for TFCA management
	Outcome 3.3 Multi-stakeholder dialogue on TFCA developments at national and regional levels is established
Goal 4: Long-Term Sustainable Finance for TFCAs Secured	**Outcome 4.1** Capacity to secure sustainable finance for TFCAs developed
	Outcome 4.2 SADC TFCA Financing Facility (FF) capacitated and capitalised
	Outcome 4.3 TFCA project pipelines are developed and investment promotion for large public and private investments are undertaken
Goal 5: Enhanced Capacity Building and Skills Development	**Outcome 5.1** The human capital development in TFCAs is based on targeted and innovative approaches
	Outcome 5.2 TFCA Joint Research and Development
	Outcome 5.3 Knowledge Management, Monitoring and Continuous Improvement is supported in and across TFCAs

These outcome areas guide the structure of the SADC TFCA Programme, and the M&E framework is designed to align to this level of programme results. Additionally, the M&E framework is informed by the assumptions and contextual analysis that was carried out in the process of revising the SADC TFCA Programme revision. Some weaknesses, threats, and risks identified through reflective processes about the TFCA Programme implementation so far include:

- Uneven political will for TFCAs across Member States.
- Limited benefit flows to communities.
- Uneven coordination systems across stakeholder groups.
- Weak systems of M&E as well as evidence dissemination and use for decision making.

This has led to the M&E framework prioritising two specific areas which are particularly important for concentrating data collective for useful adaptive management.

- **The first is the causal linkages between the outcome areas, and the goals themselves**. This is primarily because these are the areas that are most strategically important for programmatic prioritisation, but they are also the areas that are common across all TFCAs, and which are most relevant to building support and engagement among diverse stakeholders, and Member States, in particular.
- **The second is around the areas that were identified in the 2023-2033 TFCA Programme as areas of risks and assumptions**. These risks and assumptions are particularly important for identifying areas where the programme will most benefit from targeted data collection, and additional data inputs around the programme's progress and effectiveness.

4. SADC TFCA PROGRAMME M&E FRAMEWORK

Following the approval of the revised SADC TFCA Programme (2023–2033) in 2023, the SADC Technical Committee on Wildlife requested the development of an updated Monitoring and Evaluation (M&E) framework. In developing the M&E framework, a consultative process was undertaking (as elaborated on in Box 1).

Box 1: Overview of Process Undertaken to Develop the Updated SADC TFCA Programme's M&E Framework

The development of the revised framework was informed through a combination of qualitative and quantitative methods. Nine key informant interviews were conducted and a sensemaking workshop was facilitated in Gaborone in March 2025, drawing insights from individuals directly involved in TFCA implementation across the region. In addition, a survey was administered and received seven responses. These contributions provided a valuable understanding of current capacities, constraints, and aspirations for the future M&E system.

One of the central findings from the consultation process was the critical need to address challenges around ownership, capacity, and institutional commitment. Across many TFCAs and Member States, there is a significant shortage of dedicated human and financial resources for M&E. This has often resulted in the function being treated as a secondary concern. Furthermore, efforts to build capacity are frequently undermined by high turnover, emphasising the importance of embedding M&E within institutional structures rather than relying on individuals. Stakeholders also highlighted the necessity for cross-sectoral collaboration, noting that effective M&E requires the involvement of entities beyond conservation—such as tourism, water, law enforcement, and finance ministries.

Another major theme was the need for greater harmonisation of M&E practices across Member States and transboundary landscapes. While alignment with SADC strategies and protocols is essential, the uneven capacity among countries poses challenges for standardisation. This has been compounded by difficulties in coordinating cross-border data collection and reporting, though opportunities exist to learn from successful models in certain countries.

Concerns were also raised about the previous framework having too many indicators, which led to inefficiencies and hindered practical implementation. Stakeholders recommended a streamlined approach with a focus on 15 to 20 core indicators per TFCA. These indicators should be relevant, measurable, and balanced drawing from GIS and global reporting tools, official statistics, and locally collected data. Many participants also stressed the need for baseline data and credible verification methods, particularly for social and economic indicators that are harder to quantify.

Importantly, the revised M&E framework is intended to go beyond routine reporting. Most survey respondents (five out of seven) emphasised that the system should serve multiple functions: supporting park management, informing programme-level decisions, building political support, and strengthening the case for sustained investment. This underscores the need for an M&E system that is not only technically sound but also politically and operationally useful.

In terms of structure and reporting, there was a consensus that annual reporting may be too frequent for measuring long-term conservation outcomes. Instead, biannual or two-year cycles were proposed as more appropriate. Participants also called for clear distinctions in reporting responsibilities across the TFCA, national, and regional levels, along with the establishment of standardised operating procedures to guide frequency and method of data submission.

Capacity and implementation constraints were a recurring concern. While some TFCAs have dedicated M&E teams, others rely heavily on one or two overextended individuals. Although training opportunities do exist, these are not always institutionalised, leading to discontinuity when trained staff depart. To address some of these challenges, stakeholders suggested leveraging technology—such as mobile applications—to simplify data entry and facilitate broader participation in data collection and use.

Financial sustainability was another critical issue raised during consultations. Many TFCAs remain heavily reliant on donor funding, which results in inconsistent implementation. It was widely agreed that a robust M&E framework could play a vital role in supporting resource mobilisation efforts by providing credible evidence of impact to attract and justify continued investment.

Finally, the importance of flexibility and adaptability was emphasised throughout the consultation. Given the ecological and socio-political diversity of the TFCAs, a one-size-fits-all approach was deemed inappropriate. The revised M&E system is therefore designed to be modular, enabling it to accommodate the specific needs of different TFCAs while still contributing to regional objectives. While the framework builds on existing tools such as the Performance Assessment Tool (PAT), it also introduces improvements to address known limitations.

The development of the updated M&E framework has been informed by the following principles, the M&E framework should:

- Be appropriate to existing capacity, and there should be clarity on who and how contributes data to and uses data from the system.
- Focus on a few realistic and practical aspects as the foundation and build from there. The framework should be adaptable and, to avoid an overly ambitious, 'all or nothing' approach.
- Be results-focussed and facilitate interrogation of programmatic effectiveness. This M&E framework is not where low-level monitoring of activity implementation should take place.

Figure 4 shows that the previous SADC TFCA Programme (2013–2023) was structured around eight goals. The current Programme adopts a more streamlined and strategic focus, consolidating these into five overarching goals.

Figure 5: The Goals of the 2013 SADC TFCA Programme Compared to the Goals of the 2023 SADC TFCA Programme
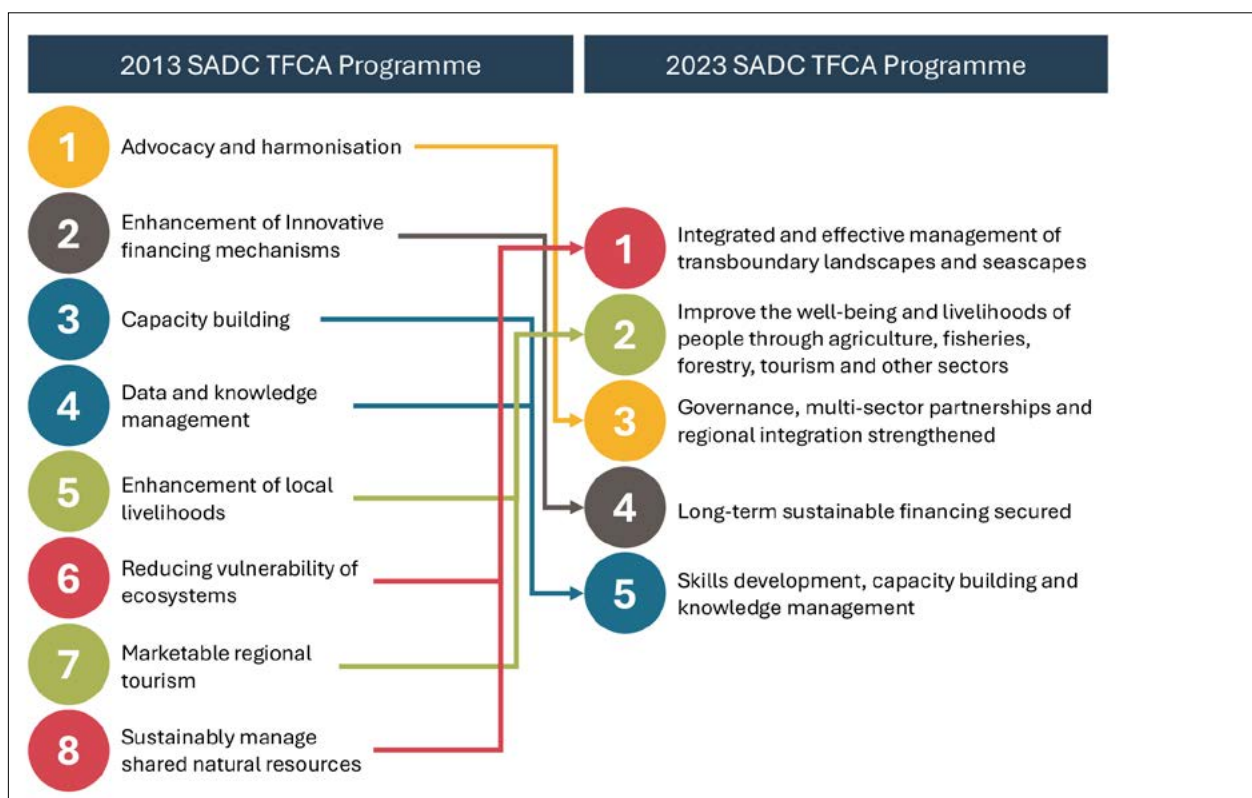
Aligned with a more refined approach, moving from the 2013 Programme to the 2023 Programme, the updated M&E framework is designed to be strategic, adaptable, and purpose driven. It seeks to empower Member States and TFCAs to monitor priority areas, respond effectively to emerging insights, and reinforce political and institutional commitment to long-term transboundary conservation and development objectives.

4.1. SADC TFCA Programme Indicators

In line with the principles of the M&E system outlined above, the indicators that have been developed are results and/or impact-focused and are aligned to the results aligned to the five goals of the Programme. The indicators do not focus on lower levels of monitoring and are instead designed to facilitate more strategic evidence-based decision-making. The aim is not to track the implementation of the SADC TFCA Programme, but rather to provide a foundation for evaluative decision making based on the best available evidence on results. The indicators are a combination of customised indicators and standardised, global as well as binary indicators. For each indicator, proposed disaggregations, data sources, frequency of reporting, and responsibility for reporting, are provided. These should be seen as guides and not directives, and in particular, technical requirements like frequency of reporting, should be negotiated annually based on the workplan and capacity of individual TFCAs.

It is critical to note that not all stakeholders will be expected to report on all indicators. Most indicators require data provided by TFCA Managers. In order to minimise the burden of data collection and reporting, effort has been taken to by synergistic with other reporting processes already in place at a TFCA level, such as the METT and the PAT. Additionally, this framework

is explicitly designed for flexible reporting, so activity reports which are prepared for a specific donor, can be collated by the SADC TFCA Unit to help streamline reporting. TFCAs may opt out of indicators that do not make sense in their context, or which they may not have the capacity to report against, in particular cycles. Given that the framework aims to support in strengthening the capacity building and continuous improvement objectives of the SADC TFCA Programme under Goal 5, M&E activities should strengthen TFCA practice, rather than detract in a context of limited resources.

Some data is available at a regional level, whether it is from the SADC TFCA Unit directly, or from regional observatories or partner organisations. In this case, TFCAs should receive this information as part of consolidated feedback from reporting and be able to analyse it in line with their unique evidence needs.

Goal 1 Indicators: Integrated and Effective Management of Transboundary Landscapes and Seascapes
The key objective around Goal 1 is the Conservation and restoration of transboundary landscapes and seascapes in the SADC region through an integrated management approach that harnesses technological innovation, climate change resilience and evidence-led continuous improvement.

These indicators reflect the overall goal as well as the outcomes associated to the goal. For Goal 1, these are **Outcome 1.1.** Integrated transboundary land and seascape planning applied in SADC TFCAs and Outcome 1.2. Effective transboundary ecosystem services and species management enabled and strengthened across SADC TFCAs. The table below provides an overview of the indicators. More information is provided in the indicator definition sheets in annex to this report. The indicator definition sheets provide additional information on units of measure, calculations, data collection methods, and baselines and targets.

Of the indicators below, TFCAs should select a subset to report on based on their planned implementation of other M&E tools. Similarly, as part of the localisation process of this M&E framework, TFCAs should identify the relevant key species for which tracking population change is particularly important for decision making. This process is elaborated further in the indicator reference sheets, and process note.

Table 3: Goal 1 Indicators

Indicator	Disaggregation	Data Sources	Frequency of Reporting	Responsibility
1.1 Number of hectares of Protected and Conserved Areas (PCAs) under formal protection	TFCA, ecosystem, IUCN classification	Spatial observation, programme documents[1]	Annual	TFCAs through coordination by the TFCA Advisor. For this indicator, reporting should be done by Category A and Category B TFCAs[2].
1.1b Number of hectares of Other Effective Conservation Measures (OECMs) under formal protection[3]	TFCA, ecosystem, IUCN classification	Spatial observation, programme documents	Annual	TFCAs through coordination by the TFCA Advisor.
1.2 Rate of change in natural landscapes and seascapes (%/year)[4]	Ecosystem type, TFCAs, land vs. Sea, cause of change	Spatial observation, IUCN	Annual	TFCAs through reporting by coordinating Member States' and regional observation systems.
1.3 Number of TFCA integrated land / sea use plans	TFCA, status (developed, approved, implemented)	Programme documents	Annual	TFCAs
1.4 Percentage change in populations of key species[5]	TFCA, type of species	Wildlife inventories	Annual / Triennial	TFCAs through coordination by the TFCA Advisor.

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1 Including Government Gazettes, contracts and agreements.

2 Category A: Formalised. Category B: Proposed. Category C: Conceptual.

3 Based on IUCN definitions of Protected Areas, Conserved Areas and OECMs.

4 NaturAfrica indicator

5 3 – 5 indicator species selected by each TFCA. TFCAs will decide which species to be monitoring that best represent their ecosystems (can be but does not have to be indicator/keystone/umbrella or flagship species) as well as a unique species of the TFCA.

1.5a TFCA Performance Assessment Tool (PAT) score[6]	TFCA	Completed PAT assessment reports, TFCA reports, external evaluation and audit reports.	Annual	TFCAs through coordination by the TFCA Advisor.
1.5b Management Effectiveness Tracking Tool (METT) score[7]	TFCA	Completed METT assessment reports, TFCA reports, external evaluation and audit reports.	Annual	TFCAs through coordination by the TFCA Advisor.

Goal 2 Indicators: Improved Well-Being and Livelihoods of People through Agriculture, Wildlife, Fisheries, Forestry and Tourism, and Other Activities

The key objective for this goal is for improved, equitable and resilient livelihoods of Indigenous People and Local Communities who live in and adjacent to transboundary landscapes and seascapes through effective stewardship, clearly defined rights and sustainable use of natural resources.

These indicators reflect the overall goal as well as the outcomes associated to the goal. For Goal 2, these are **Outcome 2.1.** Employment and livelihood opportunities in the Green, Blue and Circular Economies are secured and expanded, **Outcome 2.2.** Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green, Blue and Circular Economies is unlocked, **Outcome 2.3.** Diverse sustainable tourism products and experiences increase the attractiveness and value of TFCAs as tourism destinations, and **Outcome 2.4.** An effective and sustainable mitigation of threats, conflicts and risks to local communities living in and around TFCAs. The table below provides an overview of the indicators. More information is provided in the indicator definition sheets in annex to this report. The indicator definition sheets provide additional information on units of measure, calculations, data collection methods, and baselines and targets.

Table 4: Goal 2 Indicators

Indicator	Disaggregation	Data Sources	Frequency of Reporting	Responsibility
2.1 Number of income-generating activities or initiatives established and supported	TFCA, type of income-generating activity, status (established or supported)	TFCA implementation and project progress reports, community development partner documentation, monitoring data from partners	Annual	TFCAs through coordination by the TFCA Advisor.
2.2 Number of legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits adopted/ implemented[8]	TFCA, Member State, status (adopted / implemented)	Government gazettes, legal records and official policy documents, TFCA agreements and protocols, Member State reports, meeting records of TFCA governance structures	Annual	TFCAs through coordination by the TFCA Advisor.

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6   With cognisance that different TFCAs report on different performance / management effectiveness metrics, this indicator is split into two where TFCAs that undergo the PAT process report on 1.5a and TFCAs that undergo the METT process report on 1.5b.

7   With cognisance that different TFCAs report on different performance / management effectiveness metrics, this indicator is split into two where TFCAs that undergo the PAT process report on 1.5a and TFCAs that undergo the METT process report on 1.5b.

8   Countries report this data as part of SDG15.6:1 – Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits.

2.3a Number of human-wildlife conflict management strategies in place	TFCA, Member State, status (developed, approved, implemented)	TFCA management reports and strategic plans, Member State ministries and relevant agencies' reporting, local government action plans	Biennial	TFCAs through coordination by the TFCA Advisor.
2.3b Number of instances of human wildlife conflict (HWC)	TFCA, Member State, type of incident	Local / national / TFCA-level HWC monitoring systems, incident databases, partner reporting	Annual	TFCAs through coordination by the TFCA Advisor.

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

The key objective for this goal is strengthened governance structures and enabled multi-sectoral partnerships to support effective and transformative transboundary landscape and seascape conservation and socio-economic impact in SADC.

This Goal looks at the establishment of TFCAs based on partnerships between governments, NGOs, local communities, the private sector, and other key stakeholders, such as ICPs. Given that the implementation of the TFCA Programme is the prerogative of SADC Member States, it is essential that national political will is built. The TFCA Programme is aiming to influence change in management practices of transboundary areas through harmonisation, and the development of regional standards and guidelines. This Goal looks at improved policies and legislation for effective management.

Table 5: Goal 3 Indicators

Indicator	Disaggregation	Data Sources	Frequency of Reporting	Responsibility
3.1 Number of policy harmonisation strategies	Developed, approved, implemented	Programme and Member State documents	Quarterly	TFCAs through coordination by the TFCA Advisor.
3.2 Number of effective multi-stakeholder governance platforms	Country, gender, indigenous communities, national, regional.	Programme documents and meeting minutes	Quarterly	TFCAs through coordination by the TFCA Advisor.
3.2a Number of stakeholder engagement strategies	Developed, approved, implemented, national, regional	Programme documentation	Quarterly	TFCAs through coordination by the TFCA Advisor.
3.2b Integration of previously underrepresented stakeholders into governance platforms	Stakeholder group	Meeting minutes	Quarterly	TFCAs through coordination by the TFCA Advisor.
3.3 Number of multistakeholder dialogue initiatives on TFCAs	National, regional, indigenous knowledge focussed	Programme and Member State documents	Quarterly	TFCAs through coordination by the TFCA Advisor.
3.4 Policy harmonisation index[9]	Tool to be developed	Programme policies	Annual	Member states

Goal 4 Indicators: Long-Term Sustainable Finance for TFCAs Secured

The key objective of this goal is innovative and sustainable resource flows are identified, secured and invested in core TFCA activities, programmes and nature positive enterprises.

Goal 4 of the SADC TFCA Programme looks at the long-term sustainable financing of TFCAs, which is primarily through joint efforts by Member States and International Cooperating Partners. Given the establishment of the SADC TFCA Programme and the demonstration of results, there is now a sound foundation on which to build innovative financial mechanisms that could build the capitalisation of a dedicated SADC TFCA Finance Facility, and a structured pipeline of projects to benefit TFCA landscapes and seascapes.

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9 Drawing on policy documentation, a tool will be developed that will look at levels and scopes of harmonisation.

Table 6: Goal 4 Indicators

Indicator	Disaggregation	Data Sources	Frequency of Reporting	Responsibility
4.1 Total annual budget available for SADC TFCA Programme implementation	-	Programme documents	Annual	TFCAs through coordination by the TFCA Advisor.
4.2 Total annual budget available for individual TFCA implementation	Per hectare of protected area	Calculation of budget by area – TFCA documentation	Annual	SADC TFCA Unit
4.3 Percentage of SADC TFCA Finance Facility funding target met	-	Signed contracts	Quarterly	SADC TFCA Unit
4.4 Number of sources of funding	SADC TFCA Programme, and individual TFCAs	Signed contracts, audited financial reports	Quarterly	TFCAs through coordination by the TFCA Advisor.
4.5 Number of financial strategies	Developed, approved, implemented	Programme documents	Quarterly	Member states

Goal 5 Indicators: Enhanced Skills and Capacity Development and Improved Knowledge

The key objective of this goal is for improved organisational capacity and performance, knowledge management, and monitoring evaluation and learning to build a sustainable programme.

Goal 5 of the SADC TFCA Programme aims to build the human capital in TFCA landscapes and seascapes, as well as strengthen the institutional capacity of TFCAs through systems of adaptive management and knowledge management. This goal includes a span of elements of capacity development, including training, learning and sharing, and research. The indicators for this goal have been selected to reflect the range of capacity development results, including institutional strengthening, skills building, and knowledge sharing. Particular attention is given to the integration of indigenous knowledge, which is central to the SADC TFCA Programme strategy, but cannot be meaningfully reflected through a simple count of individuals or outputs, and requires dedicated, qualitative reflection.

While a certain part of this goal considers issues of institutional and human resource capacity within the TFCAs, both the PAT and the METT consider these issues to a certain degree, while also having dimensions that are relevant to Goal 5. To avoid duplication, relevant data around institutional capacity or skills collected as part of other tools used to measure progress towards Goal 1 should be captured there, but analysed as part of the learning process for Goal 5.

Table 7: Goal 5 Indicators

Indicator	Disaggregation	Data Sources	Frequency of Reporting	Responsibility
5.1 Number of TFCAs moving from Category C to B or A	TFCA Category	Programme policies	Annual	SADC TFCA Unit
5.2 Number of peer learning events organised	Thematic area	Programme documents	Quarterly	SADC TFCA Unit with TFCAs through reporting coordinated by the SADC TFCA Advisor
5.3 Number of research papers commissioned by the SADC TFCA Programme	Thematic area	Programme documents	Quarterly	SADC TFCA Unit
5.4 Case study profiling successful integration of indigenous knowledge into the work of TFCAs	None	Indigenous knowledge holders	Annual	TFCA Advisor
5.5 Number of people trained	TFCA	Attendance registers	Quarterly	TFCAs and Member States through reporting coordinated by the SADC TFCA Advisor

5. IMPLEMENTATION OF THE M&E FRAMEWORK

5.1. Roles and Responsibilities

The TFCA Unit within the SADC FANR Directorate is responsible for the implementation of the M&E Framework, its management in the web-based system, and its uses, especially the reporting for internal and external distribution. The SADC TFCA Unit is the entity responsible for data collection and inputting for three reasons:

1. Some information can only be collected at the regional level.
2. The Unit shall lead the integration of data from other sectors and members of the TFCA Stakeholders Forum.
3. This was reinforced as a strength of previous M&E efforts and should be continued in future implementation.

Figure 6: Overview of Roles and Responsibilities
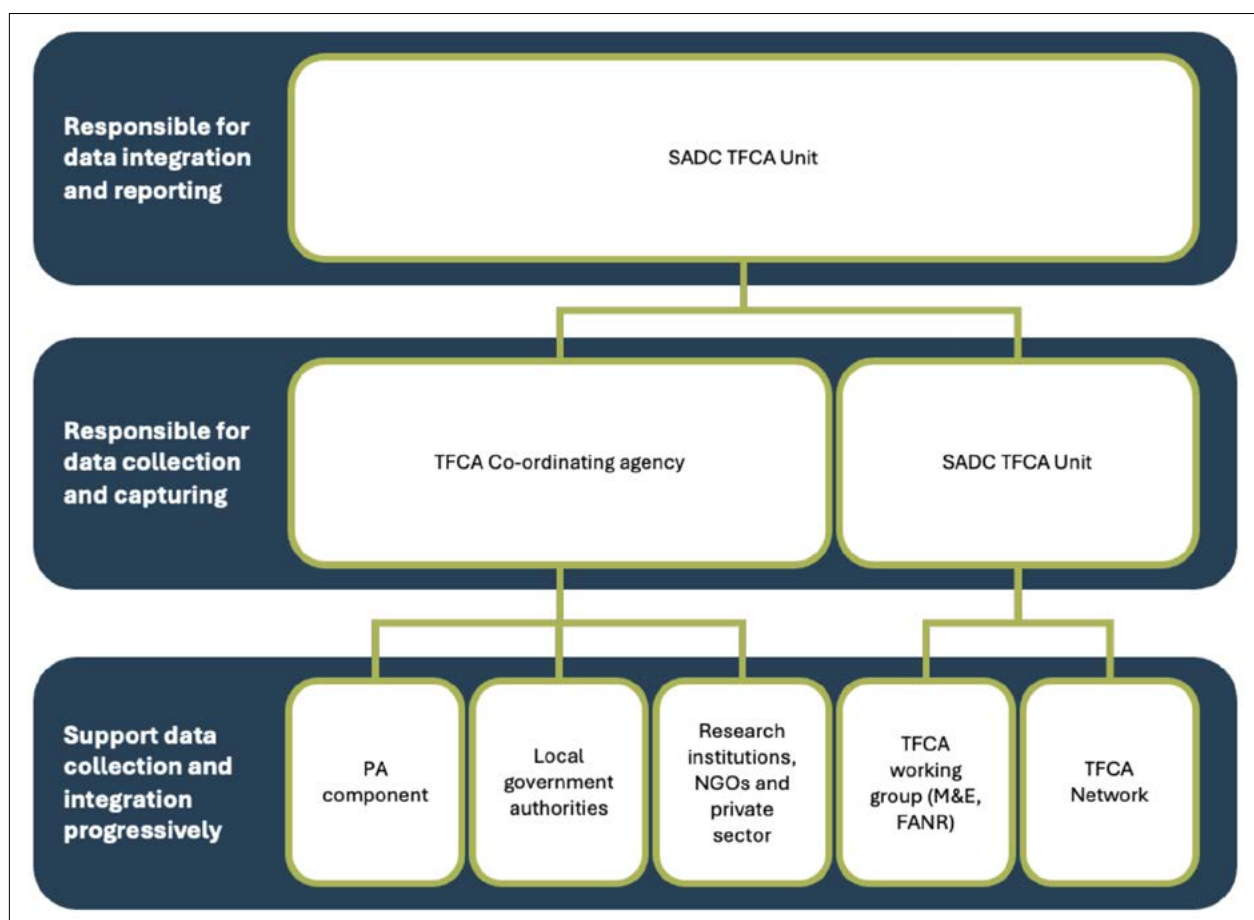
According to the results of a survey of Member States in the development of this framework, there was clear consensus and guidance that rather than having specific parties exclusively responsible for the M&E Framework implementation, it was important that the process be a coordinated, multistakeholder effort, and should involve:

- Staff of the SADC-TFCA Unit and M&E Unit.
- TFCA Managers and relevant staff.
- Member state focal people.
- Champions for M&E in TFCAs.
- International cooperating partners or interested organisations such as the IUCN, WWF, etc.
- Including research or other institutes such as regional observatories.

The **SADC TFCA Unit, and the TFCA Advisor** in particular will be responsible for managing the implementation of the M&E framework, including facilitating training on the framework, coordinating inputs from the various stakeholders, inputting data into the centralised M&E system, and facilitating the processes of validation, peer review, and dissemination of learning.

TFCA managers and staff, as well as international cooperating partners, and research institutions, will play two roles in the M&E framework. First, they will enter data for the indicators where they are closest to the relevant work. Second, they will be responsible for disseminating lessons learned, and making programmatic adaptations based on the analysis of the framework's data.

Member State focal people will be responsible for providing data which is best collected at a Member State level. They will also be responsible for participating in the process of collaborative analysis, and triangulating data submitted by other stakeholders.

Champions for M&E within the TFCA ecosystem will participate and occasionally lead reflective learning processes as part of the implementation of the M&E framework. This will include sharing lessons from the analysis and include ongoing improvements to the structure and implementation of the M&E system, to allow for it to play a role in adaptive management.

The data flows for the implementation of the M&E Framework are illustrated in the figure below.

Figure 7: Implementation of the M&E Framework within the SADC TFCA Programme
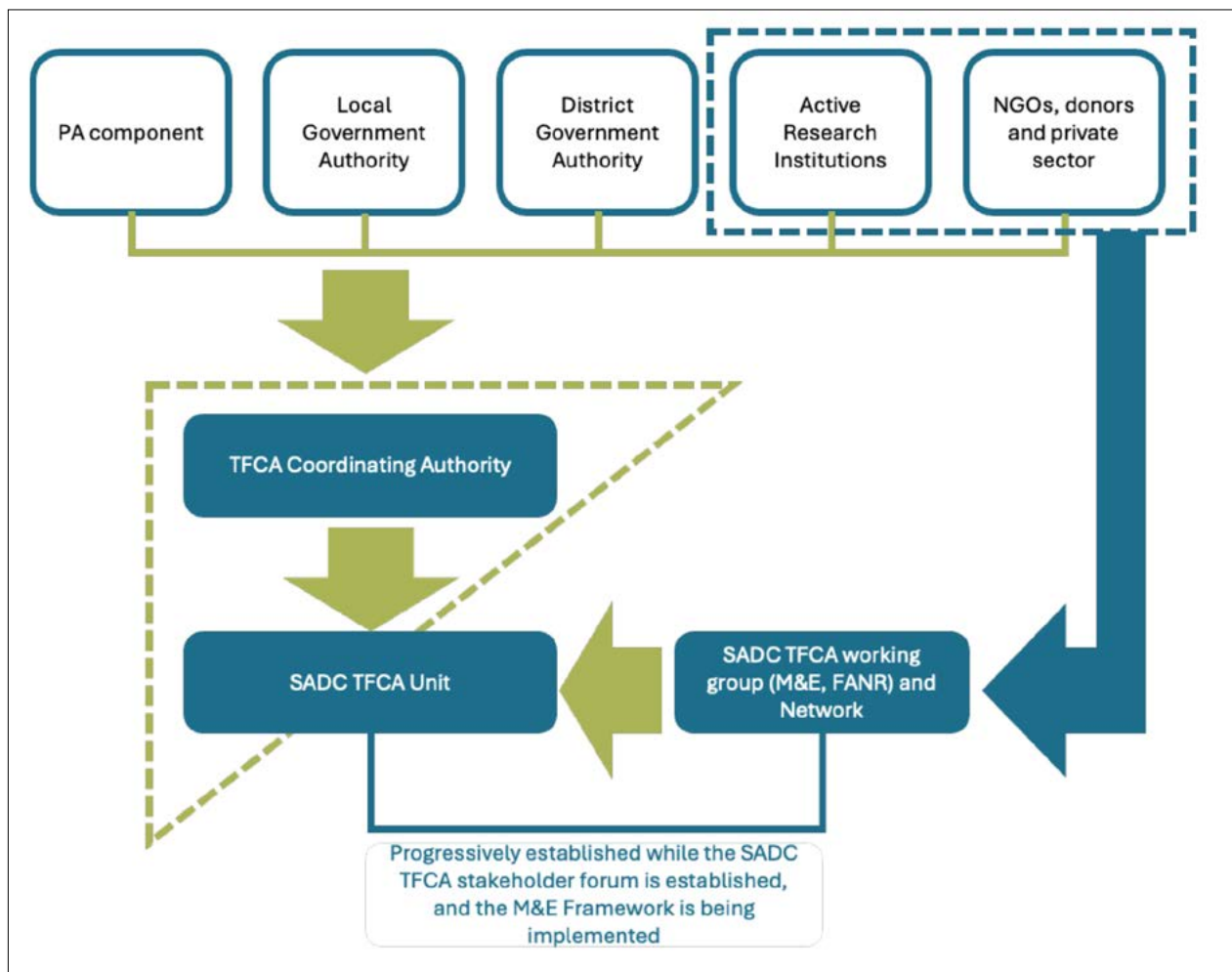
5.2. Process of Implementation

The overall implementation of this M&E system will begin in 2025 with two processes that will take place in parallel. One is that each TFCA will adapt the framework to their own context. Based on their existing data, planned implementation of performance assessment tools, and decision-making requirements, they will select indicators that are most relevant to their contexts, and most feasible to report against. At the same time, the M&E framework will be socialised across the Member States, TFCAs, international cooperating partners and other key stakeholders, primarily through the training process, but also targeted information sharing and awareness raising. A first learning activity will include baseline setting where there is available data, and a piloting plan for implementation in 2025.

Figure 8: Five Year implementation cycle of the SADC TFCA Programme M&E Framework
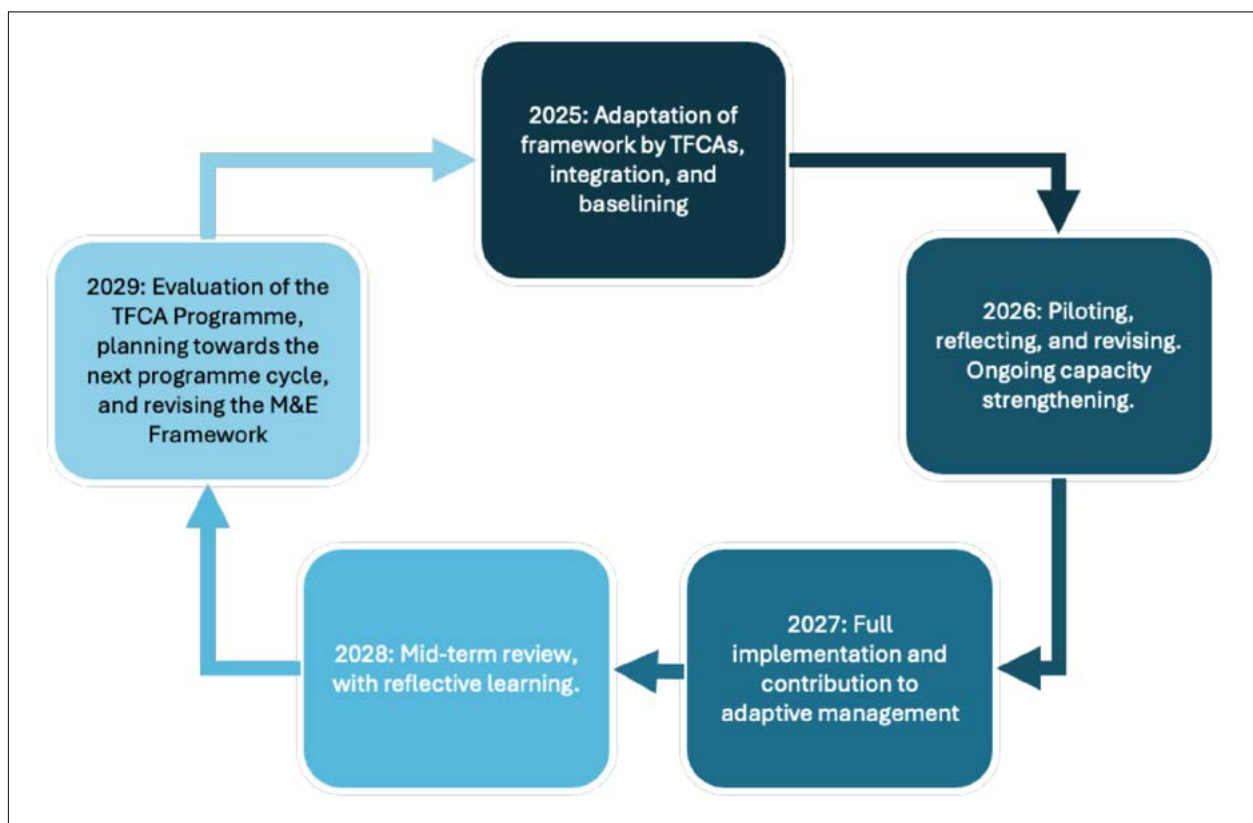
The graphic above reflects the overall implementation across 5 years of the 10-year programme cycle. Below, we look at the annual cycle of M&E across the TFCA Programme stakeholders.

The following diagram (Figure 5) outlines the key steps in the SADC TFCA Programme data management and learning cycle, illustrating how data is collected, reviewed, entered into the system, analysed collaboratively, and used to inform reflection, learning, and adaptive planning among stakeholders.

It is important to note that different stakeholders must contribute the data for different indicators, as noted on the indicator table. Most indicators reflect data held by TFCAs, and they should report on these indicators through a process coordinated by the SADC TFCA Advisor. However, certain indicators have data held by Member States, regional observatories, or the SADC TFCA Unit itself. This is why the SADC TFCA Advisor should coordinate the overall reporting process, calling on specific stakeholders to contribute data within their area of remit. The SADC TFCA Advisor will them collate the indicators, enter them into the system, and disseminate reports to all stakeholders.

Figure 9: SADC TFCA Programme M&E Framework Implementation Process
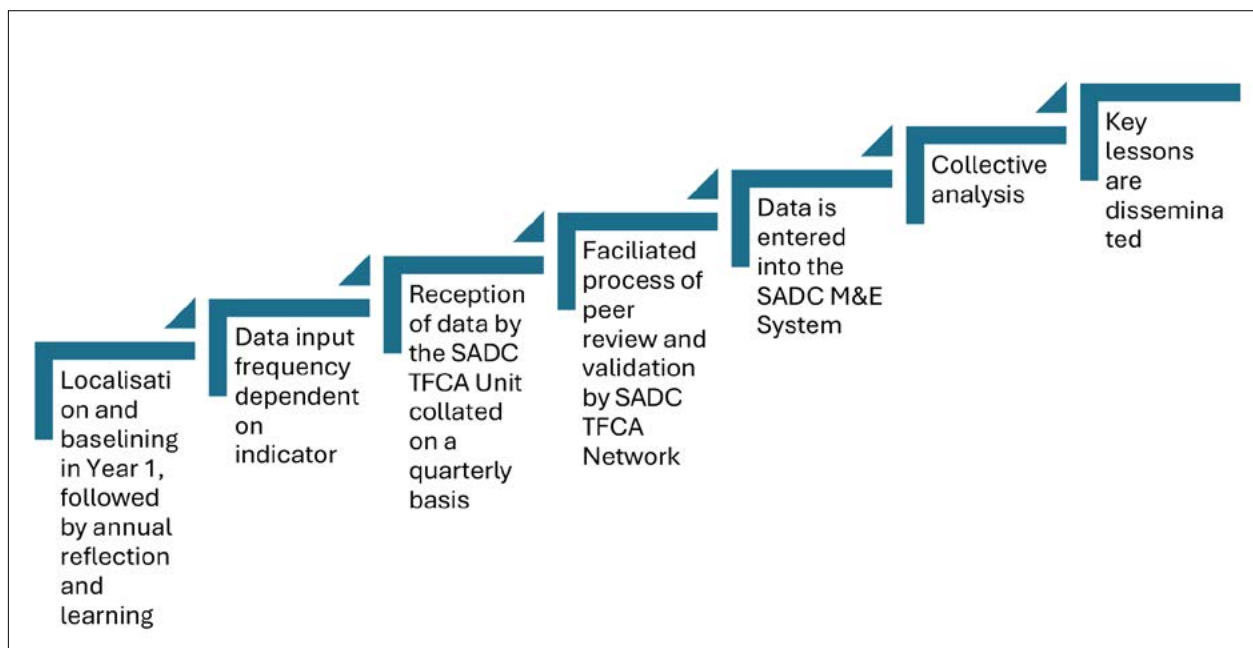
1. Local adaptation and baselining in Year 1, with collaborative planning, reflection and learning process on an annual basis

The annual reflection process, led by the TFCA Advisor, provides a platform for diverse stakeholders to align their priorities, share lessons, and discuss challenges. By facilitating open dialogue, this step helps bridge differing perspectives and build consensus on key program objectives. The focus is on practical learning, emphasising what has worked and what needs adaptation within existing constraints. Strengthening relationships among stakeholders enhances trust and long-term cooperation.

In this step, TFCAs, with guidance from the TFCA Advisor, will select indicators that are most appropriate for their own context, ensuring that there are 3 from each objective area. Their reasons for selecting the appropriate indicators will be documented and reviewed during the analysis phase. This will allow TFCAs to prioritise indicators that are appropriate to their specific context or take indicators for which data is provided for the whole region and analyse it differently to other TFCAs which may have different contexts or goals.

Additionally, all stakeholders will localise the M&E Framework according to their respective responsibilities and plans for the upcoming year. For example, TFCAs which are implementing the PAT will ensure that the indicators which fall part of this process are reported on within that process, rather than forming a duplication. Similarly, those TFCAs which are implementing the METT may select a different subset of indicators to ensure alignment and synergy, with nested reporting functions, rather than any repetition of efforts. Furthermore, TFCAs that are using a different management tool will be given the latitude to integrate these results in the place of the METT or the PAT. When possible, this M&E system should adapt to use data that is already being collected. Given that TFCAs are critical users of the data emanating from the M&E system, adapting the framework for local implementation as a collaborative, multi-stakeholder process will be critical for both buy-in, but also collaborative analysis when the M&E evidence is used for adaptive management and decision making.

2. Data input quarterly, annually, biennially or triennially, depending on the indicator and availability of data

On the basis of localised data inputs agreed to by TFCAs and Member States, the TFCA Advisor will coordinate a process of data sharing on a quarterly basis as required per indicator. The Advisor will reach out to the relevant data holders for inputs, and keep this on an internal tracking sheet.

Data collection must be realistic and prioritise sentinel indicators that provide the most strategic insights. The frequency of reporting must reflect the availability of data, and its requirement for decision making. The framework ensures flexibility so that data collection remains feasible and allows for each TFCA to have some useful information on an ongoing basis regardless of uneven capacity for data collection. The goal is to balance comprehensiveness with efficiency, ensuring that essential data is available without excessive demands on resources. As a culture of data use for decision making grows with the TFCA ecosystem, then it may be possible to expand, as needed, the frequency and scope of indicator reporting in line with demand and concomitant resourcing.

3. Reception of this data by the SADC TFCA Unit

The Unit acts as a central hub, consolidating and managing data to create a shared knowledge base, and to facilitate engagement. Given diverse stakeholder interests, this step ensures that data is collected in a way that promotes consistency and comparability. The SADC TFCA Advisor plays a key role in ensuring that data submission remains streamlined and practical, while also responsive to Member States ownership of the analysis process. Clear communication about data requirements and submission timelines, as well as roles and responsibilities, will help maintain engagement from all partners.

Data will be gathered on a quarterly basis as required of different indicators and by different stakeholders. However, it will be held internally until the annual validation step, which will take place annually. This process will align to SADC-wide processes of reporting, and entering data into the SADC wide M&E system.

4. Process of peer review, quality control, and validation

A peer review system ensures that data remains credible while being mindful of the realities of TFCAs diversity, capacities and priorities. By involving multiple stakeholders in quality control, led by the SADC TFCA Network, the framework strengthens transparency and trust in the process. Given that stakeholders have different perspectives, peer review serves as a mechanism for validating information and addressing potential biases. This process also encourages knowledge-sharing and cross-learning, fostering a sense of shared ownership. Simplified and efficient quality control procedures ensure that the review process remains feasible even with limited technical capacity. Furthermore, this step will help promote the role of the MEL framework as a learning instrument, with each stakeholder being afforded to better understand the contexts and experiences of different TFCAs, or different stakeholders in the ecosystem.

5. Data is entered in the SADC M&E system

Once validated, data is integrated into the SADC M&E system by the TFCA Advisor to enable collective tracking of progress. Leveraging existing digital tools and streamlining entry processes is crucial for sustainability, as is streamlining the process through which both entry and dissemination take place. Centralising data in this way allows the programme itself to account for capacity imbalances.

Once data is entered into the system, and prior to analysis, a data quality assurance process should be undertaken to ensure that high quality data is collected, managed, and reported. This process includes the use of standardised data collection tools, and the identification of technical quality requirements and definitions of all variables that are collected. In addition, routine data quality assessment should be done to assess gaps, document data quality issues including consistent measurements of data completion rates.

6. Collective analysis takes place by stakeholders involved in both data collection and data use on an annual basis

This step ensures that data is not just collected but actively used to drive decision-making, led by the SADC TFCA Network, and facilitated by the TFCA Advisor, on an annual basis. Stakeholders with diverse perspectives should analyse the data together, creating a space for strategic alignment despite differing priorities. The analysis, based on the guidelines in this Framework's Appendix, focuses on developing shared narratives for the programme's successes and failures and will feed into the strategic direction for the programme failure. Discussions highlight where adaptive actions are needed, ensuring that decisions are grounded in evidence. By involving both data collectors and users, this step reinforces the value of M&E, encouraging continued engagement.

7. Key lessons are disseminated to stakeholders, with case studies and information about any adaptive changes in plans

The final step prioritises targeted communication of insights to ensure that learning translates into action. Dissemination efforts will focus on existing networks of data users within the programme ecosystem, including government departments, cooperating partners, and communities in which interventions took place in a particular programmatic cycle, led by the SADC TFCA Network and facilitated by the SADC TFCA Advisor. Recognising the varying priorities of stakeholders, messaging is framed in a way that demonstrates the value of adaptive changes for all. Continuous knowledge-sharing strengthens coordination and ensures that M&E remains a tool for strategic alignment rather than a compliance exercise.

6. RESOURCES REQUIRED

A key challenge in implementing the M&E framework is that many TFCAs are under-resourced, and capacity across the range of stakeholders varies, for everything from data collection to building M&E systems, to engagement with participatory processes. Financial support is often limited, and funding streams from Member States is varied. Many TFCA units operate with minimal staff. Furthermore, there is significant variability in institutional arrangements across the TFCAs. The burden of reporting, approving, and validating M&E data therefore often falls to a small number of staff.

What this means in practice is that the implementation of the M&E framework needs to be flexible in using existing capacity, and where possible, capacity should be built within the SADC TFCA Unit and SADC TFCA Network to ease the load on less-capacitated TFCAs and Member States. Other pragmatic approaches should be adopted to ensure the framework can be implemented with uneven levels of resourcing. Even in constrained environments, it should be possible to use this framework to ensure core data for decision making is provided.

Stakeholder networks with cooperating partners, NGOs, and sectoral partnerships can provide a crucial resource for M&E. By leveraging existing relationships among governments, NGOs, private sector actors, and communities, the framework can streamline processes and avoid duplication and parallel processes. Collaborative peer-learning forums offer a way to share best practices and lessons learned without requiring additional funding. Partnerships with academic institutions can provide technical support, while volunteer networks can assist in data collection and validation efforts. Strengthening these networks fosters trust and collective ownership of the M&E process.

A critical element in implementing this Framework is not to delay implementation until all resources required for full roll out are in place. Rather, it is important to start with the data and people available, and build strong use-cases for evidence based decision making for strategic decisions that are critical to the Programme's planning. Through demonstrating the value of a structured approach to evidence generation and use, capacity to implement the Framework more fully will be built.

7. CONCLUSION

The SADC TFCA Programme has demonstrated significant success since its inception of drawing on programmatic evidence to learn and evolve. This is illustrated both through the achievements in the previous decade of the Programme, and through the evolution of the 2023-2033 Programme that has been designed to consolidate its successes and build on lessons learned so far. The 2024 signing of an MOU Between KAZA and ZAMCOM at the SADC TFCA Annual Meeting highlights the importance of integrating transboundary natural resource management strategies. A Community Leaders Network is establishing a Community of Practice to share lessons, and ensure the centring of sustainable livelihoods and local stewardship in all transboundary conservation initiatives. Partnerships have been established with training institutions that can contribute to capacity development interventions needed across the SADC TFCA Programme landscape.

The M&E framework for the SADC TFCA Programme should bolster learning and adaptive management by building on what is in place and cementing what works well in the ongoing M&E. This framework aims to support decision making in the programme by ensuring that the data required to maintain the framework is data that can be gathered by the stakeholders who are active and invested in the SADC TFCA Programme. Furthermore, the framework should be implemented in such a way that the capacity for learning and adaptive management of stakeholders in the SADC TFCA ecosystem is bolstered through its implementation. This includes a focus on triangulation, collaborative data analysis, and learning together.

Ultimately, the successful implementation of this M&E Framework will not depend on the technical orientation of the framework, or the accuracy of the indicators. It will depend on the investment and capacity of TFCAs, Member States, and the SADC TFCA Network to integrate systems of evidence based decision making into their ways of working. This requires building towards strategic decisions with the evidence that is available, and building a robust system of implementation over time.

ANNEX 1 – INDICATOR DEFINITION SHEETS

Goal 1 Indicators

Indicator 1.1a - Number of hectares of Protected and Conserved Areas (PCAs) under formal protection.

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.1. Integrated transboundary land and seascape planning applied in SADC TFCAs
Relevant output:	Output 1.1.1. Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented

ID	1.1a		
KPI Name	Number of hectares of Protected and Conserved Areas (PCAs) and Other Effective Conservation Measures (OECMs) under formal protection.		
KPI Definition	This indicator measures the **cumulative area**, in hectares, of land designated as Protected and Conserved Areas (PCAs) and Other Effective Conservation Measures (OECMs) that are under formal protection, as defined by IUCN: • **Protected Area:** "Clearly defined geographical space, recognised, dedicated, and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values"[10] • **Conserved Area:** "Geographical spaces where ecosystem conservation is achieved in practice, and/or is in a positive conservation trend and likely to be maintained in the long term"[11]		
KPI Unit of Measure	Hectares (ha)	**KPI Calculation Method**	Sum of the total hectares of PCAs that are under formal protection.
Data Sources	National protected area databases, spatial observation (Geographic Information System maps), and reports (including Government Gazettes, contracts and agreements) from Member States.		
Responsibility	TFCAs through reporting by coordination by TFCA Advisor. For this indicator, reporting should be done by Category A and Category B TFCAs.		
Data Collection Method	Compilation and verification of geospatial data and reports.	**Frequency and Timing of Data Collection**	Annual
Disaggregation Level Types	TFCA, type of protection based on IUCN classification of protection type, Ecosystem type (terrestrial, marine).	**Disaggregation Value**	Hectares per TFCA and IUCN classification of protection type.

Baseline Year	2025	**Baseline Value**				
Targets	**Baseline +1**	**Baseline +2**				

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10 https://portals.iucn.org/library/node/9243
11 https://www.iucn.org/resources/publication/primer-governance-protected-and-conserved-areas

Indicator 1.1b - Number of hectares of Other Effective Conservation Measures (OECMs) under formal protection.

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.1. Integrated transboundary land and seascape planning applied in SADC TFCAs
Relevant output:	Output 1.1.1. Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented

ID	1.1.b					
KPI Name	Number of hectares of Other Effective Conservation Measures (OECMs) under formal protection.					
KPI Definition	This indicator measures the cumulative area, in hectares, of land designated as Other Effective Conservation Measures (OECMs) that are under formal protection, as defined by IUCN: • **OECMs**: "Geographically defined areas, other than protected areas, which are governed and managed in ways that achieve positive and sustained long-term outcomes for the in-situ conservation of biodiversity with associated ecosystem functions and services and, where applicable, cultural, spiritual, socio-economic and other locally relevant values"[12]					
KPI Unit of Measure	Hectares (ha)		KPI Calculation Method		Sum of the total hectares of PCAs and OECMs that are under formal protection.	
Data Sources	National protected area databases, spatial observation (Geographic Information System maps), and reports (including Government Gazettes, contracts and agreements) from Member States.					
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.					
Data Collection Method	Compilation and verification of geospatial data and reports.		Frequency and Timing of Data Collection		Annual	
Disaggregation Level Types	TFCA, type of protection based on IUCN classification of protection type, Ecosystem type (terrestrial, marine).		Disaggregation Value		Hectares per TFCA and IUCN classification of protection type.	
Baseline Year	2025		Baseline Value			
Targets	Baseline +1		Baseline +2			

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12 http://www.cbd.int/decisions/cop/14/8

Indicator 1.2 - Rate of change in natural landscapes and seascapes (%/year)

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.2. Effective transboundary ecosystem services and species management enabled and strengthened across SADC TFCAs.
Relevant output:	Output 1.2.1. An integrated approach to freshwater biodiversity supported by the SADC TFCA Programme, and implemented by TFCAs Output 1.2.2. An integrated approach to coastal and marine biodiversity supported by the SADC TFCA programme and implemented by TFCAs.

ID	1.2		
KPI Name	Rate of change in natural landscapes (%/year)[13]		
KPI Definition	This indicator measures the annual percentage rate of change in the extent and condition of natural terrestrial and marine ecosystems. The indicator captures both loss and gains. • **Degradation** in terrestrial landscapes include agricultural encroachment, deforestation, and wetland conversion. Marine degradation includes coastal development and coastal erosion. • **Regeneration** in terrestrial landscapes include restoration and rewilding. Marine restoration includes habitat restoration, regeneration from decreased human pressure and reduction in destructive fishing practices.		
KPI Unit of Measure	Percentage change per year	**KPI Calculation Method**	The indicator is calculated as the net result of the degradation and regeneration of natural landscapes and seascapes, which are calculated as follows: • Degradation: Area that has been converted to managed land between two successive years. • Regeneration: Managed land that has been recovered by nature for two successive years. The net result of these areas is then divided by the area of vegetation / seascape at time (t) to obtain an annual rate of net loss or gain of natural habitat in the landscape.
Data Sources	Satellite imagery, national land cover and marine habitat monitoring systems, global databases, local ecological surveys and databases.		
Responsibility	TFCAs through reporting by coordination by TFCA Advisor and Member States' national observation systems.		
Data Collection Method	Remote sensing, annual comparative analysis	**Frequency and Timing of Data Collection**	Annual
Disaggregation Level Types	Ecosystem type, TFCAs, land vs. Sea, cause of change	**Disaggregation Value**	% change per disaggregation level

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13 Source: NaturAfrica Indicator Definition Sheets

Baseline Year	2025	Baseline Value			
Targets	Baseline +1	Baseline +2			

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Indicator 1.3 - Number of TFCA integrated land / sea use plans

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.1. Integrated transboundary land and seascape planning applied in SADC TFCAs
Relevant output:	Output 1.1.1. Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented

ID	1.3.		
KPI Name	Number of TFCA integrated land / sea use plans		
KPI Definition	This indicator tracks the number of officially developed, approved and/or implemented integrated land and/or sea use plans within TFCAs. These plans are designed to promote ecosystem-based management, sustainable use of natural resources, and cross-border ecological connectivity through coordinated planning across political boundaries and sectors.		
KPI Unit of Measure	Plans	KPI Calculation Method	Count (number of plans) that meet inclusion criteria
Data Sources	Programme documents – TFCA Unit and coordinating countries, international development partners and NGOs involved in TFCA planning.		
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.		
Data Collection Method	Review and verification of official documents, assessment of the status of the documents.	Frequency and Timing of Data Collection	Annual
Disaggregation Level Types	Status (developed / approved / implemented), TFCA	Disaggregation Value	Plans (and status) per TFCA
Baseline Year	2025	Baseline Value	
Targets	Baseline +1	Baseline +2	

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Indicator 1.4 - Percentage change in populations of key species

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.2. Effective transboundary ecosystem services and species management enabled and strengthened across SADC TFCAs.
	Output 1.2.1. An integrated approach to freshwater biodiversity supported by the SADC TFCA Programme, and implemented by TFCAs
Relevant output:	Output 1.2.2. An integrated approach to coastal and marine biodiversity supported by the SADC TFCA programme and implemented by TFCAs.
	Output 1.2.3. Illegal Wildlife Trade (IWT) and poaching activities reduced through improved enforcement, awareness, and diversifying livelihoods

ID	1.4.				
KPI Name	Percentage change in populations of key species				
KPI Definition	This indicator measures the annual or periodic percentage change in the population sizes of three to five key species selected by each TFCA. These species are chosen for their ecological, cultural, or management relevance, and may include keystone, umbrella, flagship, or locally unique species that represent the health and integrity of the ecosystem.				
KPI Unit of Measure	Percentage change (%)	KPI Calculation Method		Percentage change in population count, calculated over a three-year period	
Data Sources	TFCA and Member State monitoring programmes, wildlife inventories				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	Ground and aerial surveys, tracking, species-specific methodologies, direct count	Frequency and Timing of Data Collection		Triennial	
Disaggregation Level Types	TFCA, species	Disaggregation Value		Percentage change by TFCA and species	
Baseline Year	2025	Baseline Value			
Targets	Baseline +1	Baseline +2			

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Indicator 1.5a - TFCA Performance Assessment Tool (PAT) score[14]

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.1. Integrated transboundary land and seascape planning applied in SADC TFCAs
Relevant output:	Output 1.1.1. Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented

ID	1.5a				
KPI Name	TFCA Performance Assessment Tool (PAT) score				
KPI Definition	This indicator measures the performance of Protected Areas (PAs) within TFCAs, using the standardised assessment tool, PAT which consists of eight key performance areas: • Joint planning • Institutional arrangements • Sustainable financing • Policy harmonisation • Landscape dynamics • Integrated management • Integrated development • Benefit flow management. These key performance areas are assessed and scored in the **TFCA Development Performance Assessment Balanced Score Card.**				
KPI Unit of Measure	PAT score (expressed as a percentage or categorical rating).	KPI Calculation Method		Total points scored as a percentage of the maximum possible score.	
Data Sources	Completed PAT assessment reports, TFCA reports, external evaluation and audit reports.				
Responsibility	TFCAs through reporting coordinated by the TFCA Advisor.				
Data Collection Method	Participatory self-assessment by TFCAs and Member States, external validation.	Frequency and Timing of Data Collection		Annual	
Disaggregation Level Types	TFCA	Disaggregation Value		Score by TFCA	
Baseline Year	2025	Baseline Value			
Targets	Baseline +1	Baseline +2			

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14 With cognisance that different TFCAs report on different performance / management effectiveness metrics, this indicator is split into two where TFCAs that undergo the PAT process report on 1.5a and TFCAs that undergo the METT process report on 1.5b.

Indicator 1.5b - Management Effectiveness Tracking Tool (METT) score[15]

Relevant goal:	Goal 1. Integrated and effective management of transboundary landscapes and seascapes
Relevant strategic outcome:	Outcome 1.1. Integrated transboundary land and seascape planning applied in SADC TFCAs
Relevant output:	Output 1.1.1. Effective cross-border climate change mitigation and adaptation plans in TFCAs developed and implemented

ID	1.5b				
KPI Name	Management Effectiveness Tracking Tool (METT) score				
KPI Definition	This indicator measures the performance of Protected Areas (PAs) within TFCAs, using the standardised assessment tool, PAT which consists of the following elements: Legal status, protected area objectives, protected area regulations/controls, planning for adjacent land / sea use, protected area design, protected area boundary demarcation, management planning, regular work plan, resource inventory, staff numbers, knowledge and skills, current budget, security of budget, management of budget, equipment and facilities, law enforcement, protection systems, staff safety, research, monitoring and evaluation, resource management, climate change, carbon capture, ecosystem services, education and awareness, state and commercial neighbours, commercial tourism operators, fees, visitor facilities and services, indigenous people, local communities, livelihood benefits, threats, connectivity, condition of natural values, and condition of cultural values. These key performance areas are assessed and scored in the METT Tool.				
KPI Unit of Measure	METT score (expressed as a percentage or categorical rating).	**KPI Calculation Method**		Total points scored as a percentage of the maximum possible score.	
Data Sources	Completed METT assessment reports, TFCA reports, external evaluation and audit reports.				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	Participatory self-assessment by TFCAs and Member States, external validation.	**Frequency and Timing of Data Collection**		Annual	
Disaggregation Level Types	TFCA	**Disaggregation Value**		Score by TFCA	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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15 With cognisance that different TFCAs report on different performance / management effectiveness metrics, this indicator is split into two where TFCAs that undergo the PAT process report on 1.5a and TFCAs that undergo the METT process report on 1.5b.

Goal 2 Indicators

Indicator 2.1 – Number of income-generating activities or initiatives established and supported

Relevant goal:	Goal 2. Improved well-being and livelihoods of people through agriculture, fisheries, forestry, tourism and other activities
Relevant strategic outcome:	Outcome 2.1. Employment and livelihood opportunities in the Green, Blue and Circular Economies are secured and expanded. Outcome 2.2. Technical Assistance for enterprise development and expansion for small businesses and cooperatives in the Green, Blue and Circular Economies is unlocked.
Relevant output:	Output 2.1.1. An enabling trade environment is established, and market linkages created for people living in and around TFCAs are unlocked

ID	**2.1**				
KPI Name	Number of income-generating activities or initiatives established and supported				
KPI Definition	This indicator measures the total number of income-generating activities (IGAs) or livelihoods activities that have been established and/or supported within TFCAs during the reporting period. These activities are aimed at improving local livelihoods, reducing dependency on unsustainable resource use, and enhancing community engagement in TFCAs.				
KPI Unit of Measure	Number of IGAs or initiatives	**KPI Calculation Method**		Count	
Data Sources	TFCA implementation and project progress reports, community development partner documentation, monitoring data from partners				
Responsibility	TFCAs through reporting by coordinating countries and Member States.				
Data Collection Method	Field verification of IGAs and initiatives, community reporting and surveys, and review of support documentation.	**Frequency and Timing of Data Collection**		Annual	
Disaggregation Level Types	TFCA, type of IGA, and status (established, supported)	**Disaggregation Value**		Count per TFCA / IGA type / status	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 2.2 – Number of legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits adopted/implemented

Relevant goal:	Goal 2. Improved well-being and livelihoods of people through agriculture, fisheries, forestry, tourism and other activities
Relevant strategic outcome:	Outcome 2.1. Employment and livelihood opportunities in the Green, Blue and Circular Economies are secured and expanded and Outcome 2.3. Diverse sustainable tourism products and experiences increase the attractiveness and value of TFCAs as tourism destinations.
Relevant output:	Output 2.1.1. An enabling trade environment is established, and market linkages created for people living in and around TFCAs are unlocked Output 2.3.1 TFCA Market Development Programme implemented across all TFCAs Output 2.3.3 Rural Economic Inclusion Programme opportunities in tourism value chains are identified and unlocked

ID	2.2				
KPI Name	Number of legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits adopted/implemented				
KPI Definition	This indicator measures the number of laws, policies, agreements, or administrative measures that have been formally adopted or implemented to promote the fair and equitable sharing of benefits arising from natural resources, conservation initiatives, and TFCA activities. Frameworks could address: Access and benefit-sharing, revenue-sharing mechanisms and cross-border benefit-sharing agreements.				
KPI Unit of Measure	Number of frameworks adopted / implemented	**KPI Calculation Method**		Count	
Data Sources	Government gazettes, legal records and official policy documents, TFCA agreements and protocols, Member State reports, meeting records of TFCA governance structures				
Responsibility	TFCAs through reporting by coordinating countries and Member States.				
Data Collection Method	Verification of frameworks, programme reporting and surveys, and review of support documentation.	**Frequency and Timing of Data Collection**		Annual	
Disaggregation Level Types	TFCA, Member State, status (adopted / implemented)	**Disaggregation Value**		Number of frameworks per TFCA / Member State / status	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 2.3a – Number of human-wildlife conflict management strategies in place

Relevant goal:	Goal 2. Improved well-being and livelihoods of people through agriculture, fisheries, forestry, tourism and other activities
	Also, Target 4 of the Kunming-Montreal Global Biodiversity Framework: Ensure urgent management actions to halt human-induced extinction of known threatened species...., and effectively manage human-wildlife interactions to minimize human-wildlife conflict for coexistence.
Relevant strategic outcome:	Outcome 2.4. An effective and sustainable mitigation of threats, conflicts and risks to local communities living in and around TFCAs.
Relevant output:	Output 2.4.1 Human Wildlife Conflict is mitigated through implementing evidence-based approaches to peaceful coexistence within TFCAs

ID	2.3a		
KPI Name	Number of human-wildlife conflict management strategies in place		
KPI Definition	This indicator tracks the number of formal strategies or action plans developed and adopted to address Human-Wildlife Conflict (HWC) within TFCAs. These strategies aim to prevent, mitigate, and respond to conflicts between local communities and wildlife, while promoting coexistence, human safety, and wildlife conservation. Strategies may be national, sub-national, TFCA-specific, or community-level, and can include frameworks for: Conflict prevention (e.g., fencing, buffer zones, land-use planning), rapid response and compensation mechanisms, community engagement and awareness, and livelihood safeguards and insurance schemes.		
KPI Unit of Measure	Number of strategies	**KPI Calculation Method**	Count
Data Sources	TFCA management reports and strategic plans, Member State ministries and relevant agencies' reporting, local government action plans As the indicator for Target 4 of the Kunming-Montreal Global Biodiversity Frameworkis piloted and adopted, this indicator should evolve to ensure coherence.		
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.		
Data Collection Method	Review of policy and strategy documents, stakeholder consultations and interviews, field verification of implementation, and compilation of reports from Member States and partners.	**Frequency and Timing of Data Collection**	Biennial
Disaggregation Level Types	TFCA, Member State, status (developed, approved, implemented)	**Disaggregation Value**	Number of strategies per TFCA / Member State / status
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 2.3b – Number of instances of human wildlife conflict (HWC)

Relevant goal:	Goal 2. Improved well-being and livelihoods of people through agriculture, fisheries, forestry, tourism and other activities
Relevant strategic outcome:	Outcome 2.4. An effective and sustainable mitigation of threats, conflicts and risks to local communities living in and around TFCAs.
Relevant output:	Output 2.4.1 Human Wildlife Conflict is mitigated through implementing evidence-based approaches to peaceful coexistence within TFCAs

ID	2.3b				
KPI Name	Number of instances of human wildlife conflict (HWC)				
KPI Definition	This indicator measures the total number of reported incidents of Human-Wildlife Conflict (HWC) occurring within Transfrontier Conservation Areas (TFCAs) over a defined period. HWC includes situations where interactions between people and wildlife lead to negative impacts on livelihoods, property, crops, livestock, human safety, or wildlife wellbeing. Types of conflict may include crop raiding, livestock predation, human injury or fatality, retaliatory killing or persecution of wildlife, damage to infrastructure or water sources, wildlife mortality due to human activity (e.g., snaring, poisoning).				
KPI Unit of Measure	Number of HWC instances	**KPI Calculation Method**		Count	
Data Sources	Local / national / TFCA-level HWC monitoring systems, incident databases, partner reporting.				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	Collation of direct incident reporting, field verification, stakeholder interviews during routine monitoring	**Frequency and Timing of Data Collection**		Biennial	
Disaggregation Level Types	TFCA, Member State, type of incident	**Disaggregation Value**		Number of incidences per TFCA, Member State, type of incident	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Goal 3 Indicators

Indicator 3.1 – Number of policy harmonisation strategies

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.1. Political will in support of the development of TFCAs is strengthened across all spheres.
Relevant output:	Output 3.1.3. Establishment and development of TFCAs integrated into national legislation of Member States

ID	3.1				
KPI Name	Number of policy harmonisation strategies				
KPI Definition	This indicator tracks the number of policy harmonisation strategies that have been developed, approved, and implemented.				
KPI Unit of Measure	Strategies	**KPI Calculation Method**		Counting of the number of strategies aimed at policy harmonisation	
Data Sources	Programme documents from both TFCA Units and Member States. This could include official reports, government gazettes, public record, internal reports, or meeting minutes.				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor, with Member States inputting where harmonisation is happening at a national level, which is anticipated to be in a majority of cases.				
Data Collection Method	Review and verification of official documents, and an assessment on the status of the documents.	**Frequency and Timing of Data Collection**		Quarterly. There is no anticipation that strategies will be developed on a quarterly basis, but since data will be based on routine programmatic implementation, this indicator can be reported on regularly.	
Disaggregation Level Types	TFCAs, status (developed/ approved / implemented)	**Disaggregation Value**		Strategies per TFCA, status	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 3.2a – Number of effective multi-stakeholder governance platforms

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.3. Multi-stakeholder dialogue on TFCA developments at national and regional levels is established.
Relevant output:	Output 3.3.1. Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs.

ID	3.2a				
KPI Name	Number of effective multi-stakeholder governance platforms				
KPI Definition	This KPI is a composite indicator, looking at whether TFCA governance structures are effectively inclusive, including women and indigenous people in decision making processes, as well as multi-directional information sharing about effective stakeholder engagement.				
KPI Unit of Measure	Composite	**KPI Calculation Method**		Combining indicators 3.2b and 3.2c, the count will be number of TFCAs who have reached their target for each 3.2b and 3.2c.	
Data Sources	Programme documents and meeting minutes				
Responsibility	TFCA Unit				
Data Collection Method	Review and verification of official documents	**Frequency and Timing of Data Collection**		Quarterly	
Disaggregation Level Types	Country, gender, indigenous communities, national, regional.	**Disaggregation Value**		Composite indicator by country, gender, indigenous communities, national, regional.	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			
Determined through aggregation once each TFCA has set its targets					

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Indicator 3.2b – Number of stakeholder engagement strategies

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.3. Multi-stakeholder dialogue on TFCA developments at national and regional levels is established.
Relevant output:	Output 3.3.1. Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs.

ID	3.2b				
KPI Name	Number of stakeholder engagement strategies				
KPI Definition	This KPI contributes to a composite indicator considering whether TFCA governance structures are including women and indigenous people in decision making processes, as well as multi-directional information sharing about effective stakeholder engagement.				
KPI Unit of Measure	Strategies	**KPI Calculation Method**		Simple count	
Data Sources	TFCA Programme documentation				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	Submission of programme reporting to the SADC TFCA Unit	**Frequency and Timing of Data Collection**		Quarterly basis	
Disaggregation Level Types	TFCA, national, and regional, and status (designed, approved, implemented)	**Disaggregation Value**		Strategies per TFCA, national and regional, and status	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 3.2c – Integration of underrepresented stakeholders into governance platforms

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.3. Multi-stakeholder dialogue on TFCA developments at national and regional levels is established.
Relevant output:	Output 3.3.1. Development and operationalisation of effective multi-stakeholder governance platforms to support the further implementation of the TFCAs.

ID	3.2c				
KPI Name	Integration of underrepresented stakeholders into governance platforms				
KPI Definition	This KPI looks at whether TFCA governance structures are including diverse stakeholders in decision making processes, as well as multi-directional information sharing about effective stakeholder engagement.				
KPI Unit of Measure	Stakeholder groups		**KPI Calculation Method**	Each TFCA must identify key stakeholder groups that have been previously underrepresented in their context. This could include women, youth, indigenous groups, migrants, people with disabilities, or specific ethnic or linguistic groups. Then the integration of these groups in governance structures will be tracked according to targets set by each TFCA.	
Data Sources	Meeting minutes and board composition.				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	Review and verification of official documents		**Frequency and Timing of Data Collection**	Quarterly, with one case study annually on inclusive governance	
Disaggregation Level Types	TFCA		**Disaggregation Value**	Stakeholder groups by TFCA	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			
To be set by each TFCA, and aggregated					

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Indicator 3.3 – Number of multistakeholder dialogue initiatives in TFCAs

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.3. Multi-stakeholder dialogue on TFCA developments at national and regional levels is established.
Relevant output:	Output 3.3.2 Further development of TFCA Network and Communities of Practice supported to improve communication and cooperation, build partnerships and networks, and enhance donor coordination.

ID	3.3					
KPI Name	Number of multistakeholder dialogue initiatives					
KPI Definition	This KPI looks at the number of multistakeholder dialogue initiatives that take place each quarter.					
KPI Unit of Measure	Initiatives		**KPI Calculation Method**		Count of initiatives, which could be COP learning events, establishment of thematic working groups, or regional events to share lessons learned.	
Data Sources	Programme documents					
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.					
Data Collection Method	Review and verification of official documents		**Frequency and Timing of Data Collection**		Quarterly	
Disaggregation Level Types	National, regional, thematic		**Disaggregation Value**			
Baseline Year	2025		**Baseline Value**			
Targets	**Baseline +1**		**Baseline +2**			
To be established following planning						

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Indicator 3.4 – Policy harmonisation index

Relevant goal:	Goal 3. Strengthened governance, multi-Sector partnerships and regional integration
Relevant strategic outcome:	Outcome 3.2. Improved harmonisation of policy and legal frameworks for TFCA management
Relevant output:	Outcome level indicator

ID	3.4					
KPI Name	Policy Harmonisation Index					
KPI Definition	Composite indicator that will measure policy harmonisation of each SADC Member state					
KPI Unit of Measure	Policy Harmonisation		**KPI Calculation Method**		Drawing on existing tools considering harmonisation, such as the PAT, an index will be developed to calculate this KPI	
Data Sources	Member State reporting, including Government Gazettes					
Responsibility	Member States					
Data Collection Method	To be co-developed with index		**Frequency and Timing of Data Collection**		Annually	
Disaggregation Level Types	To be determined in co-development process		**Disaggregation Value**			
Baseline Year	2025		**Baseline Value**			
Targets	**Baseline +1**		**Baseline +2**			
To be established following planning						

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Goal 4 Indicators

Indicator 4.1 – Total annual budget available for SADC TFCA Programme implementation

Relevant goal:	Goal 4. Long-term sustainable finance for TFCAs secured
Relevant strategic outcome:	Outcome 4.1 Capacity to secure sustainable finance for TFCAs developed
Relevant output:	Outcome level indicator

ID	4.1				
KPI Name	Total annual budget available for SADC TFCA Programme implementation				
KPI Definition	This KPI measures the budget available for the implementation of the SADC TFCA Programme, excluding budgets of individual TFCAs.				
KPI Unit of Measure	USD, thousands	**KPI Calculation Method**		Actual spend of the SADC TFCA Programme, plus in-kind support for programmatic activities from Member States, NGOs, and ICPs.	
Data Sources	Audited financials, plus documented in kind support. A signed letter of support from the relevant organisation is sufficient evidence (for example, from Member States delineating TFCA positions funded, or travel covered with the relevant amount specified), provided this support is verified by the SADC TFCA Unit.				
Responsibility	TFCA Advisor				
Data Collection Method	Reviewing annual financial report, already validated by an independent audit	**Frequency and Timing of Data Collection**		Annual	
Disaggregation Level Types	Funding source: Member state, ICP, NGO Direct and In Kind	**Disaggregation Value**		USD thousands by funding source, direct and in-kind	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 4.2 – Total annual budget available for individual TFCA implementation

Relevant goal:	Goal 4. Long-term sustainable finance for TFCAs secured
Relevant strategic outcome:	Outcome 4.1 Capacity to secure sustainable finance for TFCAs developed
Relevant output:	Outcome level indicator

ID	4.2		
KPI Name	Total annual budget available for individual TFCA implementation		
KPI Definition	This indicator aggregates the budgets for all individual TFCAs		
KPI Unit of Measure	USD	**KPI Calculation Method**	The total budget for each TFCA will be calculated and will include the budgets of activities of the SADC TFCA Programme and include the budgets of each protected area that falls part of the TFCAs, but excludes community or other initiatives that fall within the boundaries of the TFCA but do not directly contribute to its outputs or outcomes.
Data Sources	Audited financial reports and additional programme budget documentation		
Responsibility	TFCA managers and Member States, coordinated by the TFCA Advisor		
Data Collection Method	TFCA managers will reach out to all stakeholders on a quarterly basis to obtain spend figures on an annual or quarterly basis, depending on their reporting cycles.	**Frequency and Timing of Data Collection**	Collated annually, with timing of inputs being staggered based on each relevant stakeholder's financial year.
Disaggregation Level Types	Per hectare of protected area, for categories A and B	**Disaggregation Value**	USD per hectare of protected area for Categories A and B

Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 4.3 – Percentage of SADC TFCA Finance Facility funding target met

Relevant goal:	Goal 4. Long-term sustainable finance for TFCAs secured
Relevant strategic outcome:	Outcome 4.2 SADC TFCA Financing Facility (FF) capacitated and capitalised
Relevant output:	Outcome level indicator

ID	**4.3**				
KPI Name	Percentage of SADC TFCA Finance Facility funding target met				
KPI Definition	This KPI looks at the levels of funding secured by the SADC TFCA financing facility.				
KPI Unit of Measure	USD	**KPI Calculation Method**		Calculations will be made based on signed contracts of funding committed.	
Data Sources	Total amount of all signed contracts committed in a year.				
Responsibility	SADC TFCA Unit				
Data Collection Method	Signed contracts will be collated annually, with the amounts committed counted for each specific year.	**Frequency and Timing of Data Collection**		Annually	
Disaggregation Level Types	Number of contracts	**Disaggregation Value**		USD by contract	
Baseline Year	2026	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Indicator 4.4 – Number of sources of funding

Relevant goal:	Goal 4. Long-term sustainable finance for TFCAs secured
Relevant strategic outcome:	Outcome 4.3. TFCA project pipelines are developed and investment promotion for large public and private investments are undertaken
Relevant output:	

ID	4.4		
KPI Name	Number of sources of funding		
KPI Definition	Aiming to measure the diversity of TFCA funding, this will look at how many sources of funding have been secured by the SADC TFCA Programme and individual TFCAs.		
KPI Unit of Measure	Count of funding sources	**KPI Calculation Method**	Using the data collated for both indicators 4.1 and 4.2, a count will be made of the different sources of funding.
Data Sources	Audited financial statements and programme budgets.		
Responsibility	SADC TFCA Unit		
Data Collection Method	This indicator uses the data gathered for indicators 4.1 and 4.2, and simply adds a level of counting based on source	**Frequency and Timing of Data Collection**	Annual, with one case study per year on innovative models.
Disaggregation Level Types	TFCA Sources: Member state direct funding, Member State in kind, other in kind, ICP, NGO, private sector, community scheme. Innovative model	**Disaggregation Value**	Count by TFCA, sources and innovative model

Baseline Year		Baseline Value				
Targets	**Baseline +1**	**Baseline +2**				

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Indicator 4.5 – Number of financial strategies

Relevant goal:	Goal 4. Long-term sustainable finance for TFCAs secured
Relevant strategic outcome:	Outcome 4.1. Capacity to secure sustainable finance for TFCAs developed
Relevant output:	Output 4.1.2. Technical capacity for proposal and business plan development provided

ID	4.5			
KPI Name	Number of financial strategies developed			
KPI Definition	This indicator counts the number of TFCAs that have finance strategies.			
KPI Unit of Measure	Count of funding sources	**KPI Calculation Method**		Each TFCA will submit a financial strategy, if they have it.
Data Sources	Programme documents			
Responsibility	SADC TFCA Advisor			
Data Collection Method	Collation of finance strategies	**Frequency and Timing of Data Collection**		Annually
Disaggregation Level Types	TFCA	**Disaggregation Value**		Strategies per TFCA
Baseline Year	2025	**Baseline Value**		
Targets	**Baseline +1**	**Baseline +2**		

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Goal 5 Indicators

Indicator 5.1 – Number of TFCAs moving from Category C to B or A

Relevant goal:	Goal 5. Enhanced skills and capacity development and improved knowledge
Relevant strategic outcome:	Outcome 5.3. Knowledge management, monitoring and continuous improvement is supported in and across TFCAs.
Relevant output:	Output 5.3.2. Facilitate the process for the formal establishment and operationalisation of TFCAs.

ID	5.1					
KPI Name	Number of TFCAs moving from category C to B or A					
KPI Definition	This indicator looks at the progress of TFCAs towards formal establishment and effective operationalisation or being included for the first time.					
KPI Unit of Measure	TFCAs		**KPI Calculation Method**		A simple count of each TFCA that has either been newly established or moved to a category of greater formalisation.	
Data Sources	SADC TFCA Programme documents					
Responsibility	SADC TFCA Unit					
Data Collection Method	Transcribing onto the M&E system any change in TFCA establishment or categorisation		**Frequency and Timing of Data Collection**		Annual	
Disaggregation Level Types	TFCA Category (A, B, and C)		**Disaggregation Value**		TFCAs by Category	
Baseline Year	2025		**Baseline Value**			
Targets	**Baseline +1**		**Baseline +2**			

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Indicator 5.2 – Number of peer learning events organised

Relevant goal:	Goal 5. Enhanced skills and capacity development and improved knowledge
Relevant strategic outcome:	Outcome 5.1. the human capital development in TFCAs is based on targeted and innovative approaches.
Relevant output:	Output 5.3.1. Learning, information and knowledge exchange.

ID	5.2					
KPI Name	Number of peer learning events organised					
KPI Definition	This indicator counts the number of learning events organised by both the SADC TFCA programme, and individual TFCAs					
KPI Unit of Measure	Learning events	KPI Calculation Method		Aggregate count of all learning events held.		
Data Sources	Programme documentation, activity reports, attendance registers					
Responsibility	SADC TFCA Unit					
Data Collection Method	When a learning event has been conducted, reporting on the event will be sent to the SADC TFCA Unit, and this will be used as evidence to count towards the indicator.	Frequency and Timing of Data Collection		Quarterly		
Disaggregation Level Types	Regional, local	Disaggregation Value		Learning events by geography (regional, local)		
Baseline Year	2025	Baseline Value				
Targets	Baseline +1	Baseline +2				

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Indicator 5.3 – Number of research papers commissioned by the SADC TFCA programme

Relevant goal:	Goal 5. Enhanced skills and capacity development and improved knowledge
Relevant strategic outcome:	Outcome 5.2. TFCA joint research and development
Relevant output:	Output 5.2.2. Strengthen stronger research and practitioner linkages across all disciplines Output 5.2.3. Create research and professional development opportunities for regionally based tertiary students

ID	5.3				
KPI Name	Number of research papers				
KPI Definition	This indicator tracks the number of research papers produced that are relevant to TFCAs and contribute to the generation, sharing, or application of knowledge related to biodiversity, conservation, socio-ecological systems, climate resilience, sustainable development, and community-based natural resource management. It reflects progress in strengthening collaborative research networks, bridging science and practice, and promoting academic and professional development in the SADC region. Research papers may include peer-reviewed journal articles, conference papers, theses or dissertations (especially by regional students), technical and policy briefs with research backing, joint publications between practitioners and academic institutions.				
KPI Unit of Measure	Publications	**KPI Calculation Method**		Count	
Data Sources	Online databases of academic publications				
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.				
Data Collection Method	On a quarterly basis, a search on google scholar for the names of each TFCA, as well as a query to TFCA managers with a request for papers will be sent, and each publication scanned will be verified for relevance.	**Frequency and Timing of Data Collection**		Quarterly	
Disaggregation Level Types	Commissioned by TFCAs or the TFCA Programme	**Disaggregation Value**		Publications by TFCA	
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Decision	Approved		Not approved	
Decision Date				
Budget Approved				
Approved By		**Sign:**		**Date:**
Comments / Notes				

Indicator 5.4 – Case study profiling successful integration of indigenous knowledge into the work of TFCAs

Relevant goal:	Goal 5. Enhanced skills and capacity development and improved
Relevant strategic outcome:	Outcome 5.1. The human capital development in TFCAs is based on targeted and innovative approaches
Relevant output:	Output 5.1.4. indigenous knowledge practices are strengthened and documented.

ID	5.4					
KPI Name	Case study profiling successful integration of indigenous knowledge into the work of TFCAs					
KPI Definition	This indicator will develop good practice that have taken place within TFCAs on the integration of indigenous knowledge, and inclusion of indigenous people					
KPI Unit of Measure	Indigenous people and knowledge	**KPI Calculation Method**		One case study will be generated, based on existing activity reports from TFCAs.		
Data Sources	Programme documentation and reports					
Responsibility	TFCAs through reporting by coordination by TFCA Advisor.					
Data Collection Method	Interviews with programme staff and indigenous knowledge holders	**Frequency and Timing of Data Collection**		Annual, based on convenience and workplan.		
Disaggregation Level Types	None	**Disaggregation Value**		None		
Baseline Year	2025	**Baseline Value**				
Targets	**Baseline +1**	**Baseline +2**				

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Decision	Approved		Not approved		
Decision Date					
Budget Approved					
Approved By		**Sign:**		**Date:**	
Comments / Notes					

Indicator 5.5 – Number of people trained

Relevant goal:	Goal 5. Enhanced skills and capacity development and improved knowledge
Relevant strategic outcome:	Outcome 5.1. The human capital development in TFCAs is based on targeted and innovative approaches
Relevant output:	Output 5.1.2. Training programmes based on updated and expanded cross-sectoral Training Needs Analysis (TNA) implemented

ID	5.5				
KPI Name	Number of people trained				
KPI Definition	This indicator will cover all training that happens as part of the TFCA Programme, on the basis of the training needs analysis. This will include both accredited and unaccredited trainings on topics that are of relevance to the SADC TFCA Programme.				
KPI Unit of Measure	People trained.	**KPI Calculation Method**		Attendees at all TFCA trainings will be aggregated	
Data Sources	Attendance registers, curriculum, programme documentation such as reports and agendas.				
Responsibility	SADC TFCA Unit with Member States, and TFCA Managers				
Data Collection Method	Activity reporting on a regular basis will provide the foundation for data collection for this indicator.	**Frequency and Timing of Data Collection**		Quarterly	
Disaggregation Level Types	Gender	**Disaggregation Value**			
Baseline Year	2025	**Baseline Value**			
Targets	**Baseline +1**	**Baseline +2**			

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Decision	Approved		Not approved	
Decision Date				
Budget Approved				
Approved By		**Sign:**		**Date:**
Comments / Notes				

ANNEX 2: DATA COLLECTION TOOLS

TFCA Development Performance Assessment (PAT) balanced score card

This data collection / assessment tool is relevant for Indicator 1.5a.

No.	Key Performance Indicator	Variables	Value (%)	Score (Year)	Score (Year +1)	Score (Year +2)	Target (Year +4)
KPA (1) – Joint Planning							
1.1	Motivation Document (MD)	Intergovernmental Meeting	5				
		Draft MD	5				
		Approved MD	15				
		Sub-total	**25**				
1.2	Integrated Development Plan	Defined Boundaries	2				
		Legal Framework	3				
		Stakeholder Engagement	2.5				
		Draft IDP	7.5				
		Approved IDP	10				
		Sub-total	**25**				
1.3	Aligned Protected Area Plans	Review of plans	5				
		Draft revised plans	5				
		Approved plans	15				
		Sub-total	**25**				
1.4	Detailed IDP Roll-out	Strategic Business Plan/s	7.5				
		Annual Business Plan/s	7.5				
		Annual Review/s	5				
		Annual Report/s	5				
		Sub-total	**25**				
		Sub-score	**100**				
KPA (2) – Institutional Arrangements							
2.1	Memorandum of Understanding	Formal discussions and RoD	2				
		Draft MoU	3				
		Approved MoU	10				
		IC appointed	3				
		Interim structures	7				
		Sub-total	**25**				
2.2	Treaty	Formal Discussions and RoD	2				
		Drafting team appointed	3				
		Draft Treaty	5				
		Bound finalised Treaty	5				
		Signed Treaty	10				
		Sub-total	**25**				
2.3	Joint Formalised Structures	Structures appointed	5				
		Meetings (minutes)	10				
		Reports	10				
		Sub-total	**25**				

No.	Key Performance Indicator	Variables	Value (%)	Score (Year)	Score (Year +1)	Score (Year +2)	Target (Year +4)
2.4	Legal Entity	Formal discussions and RoD	2				
		Draft AoA / Constitution	3				
		Signed AoA / Constitution	10				
		Trustee / Board appointed	5				
		Regular meetings (minutes)	5				
		Sub-total	**25**				
		Sub-score	**100**				
KPA (3) – Sustainable Financing							
3.1	Financial Sustainability Strategy	Best Practices Review	3				
		Options Analysis and RoD	2				
		Draft FSS	10				
		Approved FSS	10				
		Sub-total	**25**				
3.2	Financial Sustainability Plan	Implementation Plan	7				
		Responsibility	3				
		Fundraising Strategies	5				
		Secured Funding	10				
		Sub-total	**25**				
3.3	Financial Mechanism	Financial Mechanisms	12.5				
		Training Programme	12.5				
		Sub-total	**25**				
3.4	M&E and Reporting	M&E System	12.5				
		Reports	12.5				
		Sub-total	**25**				
		Sub-score	**100**				
KPA (4) – Policy Harmonisation							
4.1	Policy and Legal Database	Policies & Instruments collected	12.5				
		Database	12.5				
		Sub-total	**25**				
4.2	Assessment and Review	Working group appointed	2				
		ToR	3				
		Draft Review Report	10				
		Review Report approved	10				
		Sub-total	**25**				
4.3	Policy Development / Law Reform	RoD and Scope of Project/s	5				
		Stakeholder Engagement Strategies	5				
		Draft Revised Instruments	7.5				
		Approved Instruments	7.5				
		Sub-total	**25**				

No.	Key Performance Indicator	Variables	Value (%)	Score (Year)	Score (Year +1)	Score (Year +2)	Target (Year +4)
4.4	Harmonised Policies	Communication	5				
		Policy & legal database updated	5				
		Training / capacity building programme	7.5				
		JOS' & SOPs reviewed and updated	7.5				
		Sub-total	**25**				
		Sub-score	**100**				
KPA (5) – Landscape Dynamics							
5.1	Survey	Analysis	7.5				
		Encumbrance Survey	2.5				
		Environmental Drivers	2.5				
		Draft Survey Report	7.5				
		Approved Survey Report	5				
		Sub-total	**25**				
5.2	Joint Plan	Objectives & Targets	5				
		Draft JCMP	10				
		Approved JCMP	10				
		Sub-total	**25**				
5.3	Operationalisation	Programmes and Projects	5				
		Implementation	10				
		Aligned component plans	10				
		Sub-total	**25**				
5.4	M&E and Reporting	M&E System	12.5				
		Reporting	12.5				
		Sub-total	**25**				
		Sub-score	**100**				
KPA (6) – Integrated Management							
6.1	Joint Management Decision	Formal discussions	5				
		RoD	5				
		Working group appointed	15				
		Sub-total	**25**				
6.2	Joint Operational Strategy	Consensus on joint activities	5				
		Draft JOS	10				
		Approved JOS	10				
		Sub-total	**25**				
6.3	Joint Operational Structure	Joint Operations Structure appointed	5				
		Staff identified / seconded	10				
		Systems and SOPs	10				
		Sub-total	**25**				
6.4	Joint Operations	Regular joint activities	10				
		M&E	7.5				
		Regular reports	7.5				
		Sub-total	**25**				

No.	Key Performance Indicator	Variables	Value (%)	Score (Year)	Score (Year +1)	Score (Year +2)	Target (Year +4)
		Sub-score	100				
KPA (7) – Integrated Development							
7.1	Regional Development Strategy	Database	5				
		Draft Strategy	10				
		Approved Strategy	10				
		Sub-total	**25**				
7.2	TFCA Development Strategy	Agreed concepts	3				
		Draft Strategy	5				
		Approved Strategy	10				
		Implementation Plan & Fundraising Strategy	7				
		Sub-total	**25**				
7.3	TFCA Tourism Products	In Situ development	7.5				
		Staff training	5				
		Booking System	2.5				
		Marketing Strategy	5				
		M&E and Reporting	5				
		Sub-total	**25**				
7.4	Improved Tourism Access	Discussions & RoD	3				
		Draft SOP	7				
		Approved SOP	10				
		M&E and Reporting	5				
		Sub-total	**25**				
		Sub-score	100				
KPA (8) – Benefit Flow Management							
8.1	Baseline Assessment	Measurable Criteria	5				
		Survey and Draft Report	10				
		Approved Survey Report	10				
		Sub-total	**25**				
8.2	Beneficiation Action Plan	RoD on Benefit Strategies	7.5				
		Draft BAPs	7.5				
		Approved BAPs	10				
		Sub-total	**25**				
8.3	Implementation	Approved P&BPs	7.5				
		Secured Funding	7.5				
		Implementation of P&BPs	10				
		Sub-total	**25**				
8.4	M&E and Reporting	M&E System & Techniques	7.5				
		Data & Information Analyses	7.5				
		Reports	10				
		Sub-total	**25**				
		Sub-score	100				

Management Effectiveness Tracking (METT) Tool

This data collection / assessment tool is relevant for Indicator 1.5b.

METT consists of two main sections – datasheets that collect key information on the protected area, its characteristics, threats and management objectives, and an assessment form that provides a composite measure across 38 parameters integrating six components of the tool. A handbook for implementing can be found here, while the datasheets can be found here. The assessment form Is provided, for reference, below.

No.	Question	Maximum METT score	Your METT score (this column will be filled automatically as the METT is completed)	Your METT score from last assessment (if available)	Management element
1	Does the PA have legal status or is it established through "other effective means"?	3	0		Planning
2	Is management undertaken to achieve the objectives of the protected area?	3	0		Planning
3	Are appropriate regulations/controls in place to manage use and activities in accordance with the management objectives of the protected area?	3	0		Process
4	Does land and sea use planning outside of the protected area recognise the protected area and contribute to the achievement of management objectives?	3	0		Planning
5	Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?	3	0		Planning
6	Is the boundary known and demarcated?	3	0		Process
7	Is there a management plan or equivalent and is it being implemented?	3	0		Planning
7a-c	Additional points: Planning process	3	0		Planning
8	Is there a regular work plan and is it being implemented?	3	0		Planning
9	Do you have enough information to manage the area?	3	0		Inputs
10	Are there enough people to manage the protected area?	3	0		Inputs
11	Do the people involved in managing the protected area have the necessary knowledge and skills?	3	0		Inputs
12	Is the current budget sufficient?	3	0		Inputs
13	Is the budget secure?	3	0		Inputs
14	Is the budget managed to ensure effective administration of the protected area?	3	0		Process
15	Are equipment and facilities sufficient for management needs?	3	0		Inputs
16	Can staff (i.e. those with responsibility for managing the site) enforce protected area legislation and regulation?	3	0		Process
17	Are systems (e.g. patrols, permits, intelligence gathering etc) in place to control access/resource use in the protected area?	3	0		Process

No.	Question	Maximum METT score	Your METT score (this column will be filled automatically as the METT is completed)	Your METT score from last assessment (if available)	Management element
18	Do protected area staff have safe working conditions and does management prioritise safety?	3	0		Process
19	Is there a programme of management-orientated survey and research work?	3	0		Process
20	Are management activities regularly monitored, evaluated and adapted?	3	0		Process
21	Is active resource management being undertaken?	3	0		Process
22	Is the protected area consciously managed to adapt to climate change?	3	0		Process
23	Is the protected area being consciously managed to prevent carbon loss and to encourage further carbon capture?	3	0		Process
24	Does management consider ecosystem service provision?	3	0		Process
25	Is there a planned education programme linked to the management needs?	3	0		Process
26	Is there co-operation with neighbouring land/sea State and commercial users?	3	0		Process
27	Do commercial tour operators contribute to protected area management?	3	0		Process
28	If fees (i.e. entry fees or fines) are applied, do they help protected area management?	3	0		Process
29	Are visitor facilities and services adequate?	3	0		Outputs
30	Are Indigenous people involved in management decisions?	3	0		Process
31	Do local communities living in or near the protected area have input to management decisions?	3	0		Process
31a-c	Additional points - Impact on communities	3	0		Outputs
32	Is the protected area providing sustained livelihood benefits to local communities and/or Indigenous people, e.g. income, employment, payment for ecosystem services?	3	0		Outputs
33	Are the threats to the main values of the protected area being effectively addressed?	3	0		Outputs
34	Have the requirements for functional connectivity have been assessed and implemented?	3	0		Outputs
	Detailed assessment of condition and trend in values	Outcomes	0		
35	What is the condition of the important natural values of the protected area as compared to when it was first designated?	3	0		Outcomes
35 a-c	Additional points - Condition of natural values	3	0		Process
36	What is the condition of the important cultural values of the protected area as compared to when it was first designated?	3	0		Outcomes

No.	Question	Maximum METT score	Your METT score (this column will be filled automatically as the METT is completed)	Your METT score from last assessment (if available)	Management element
36 a-c	Additional points - Condition of cultural values	3	0		Process
	Detailed assessment of key species		Outcomes		
37	Has the status of key indicator species changed over the last 5 years?	3	0		Outcomes
	Detailed assessment of habitats		Outcomes		
38	Has the status of habitats changed over the last 5 years?	3	0		Outcomes
Total score		**126**	**0**	**0**	

Case Study Template

| Case Study Title	
TFCA Name (Name of the TFCA, countries and communities involved, protected area where the intervention took place)	
Background and Context (Brief overview of the TFCA, description of indigenous communities involved, challenge or opportunity that led to this intervention)	
Description of Indigenous Knowledge Integrated (What specific knowledge or practices were integrated? How was this knowledge documented or transferred? How was the knowledge applied?)	
Method of Indigenous Knowledge Integration (How was the indigenous knowledge meaningfully integrated? To what extent was community leadership involved?)	
Outcomes and Results (What positive changes occurred as a result of the intervention? Include qualitative and quantitative results, where available)	
Enabling Factors (What conditions made these outcomes possible?)	
Challenges Encountered (What obstacles were faced? How were these addressed or overcome?)	
Lessons Learned (What key takeaways can be shared with other TFCAs? What should others consider when undertaking similar work?)	

Attendance Register

	Name	Surname	Organisation	Gender	Age	Country	Contact	Signature
1								
2								
3								
4								
5								

ANNEX 3: ANALYSIS GUIDELINE

This guideline supports all stakeholders working with the SADC TFCA Programme in making effective use of programme indicators. These indicators span all the goals of the TFCA Programme and require input from multiple stakeholders. They use data drawn from a wide range of sources and reflect both technical measures and political and social dynamics. While they may vary in precision, formality, and consistency, they offer valuable insight when analysed collectively with deliberation, nuance, and purpose.

Figure 10: Analysis Process
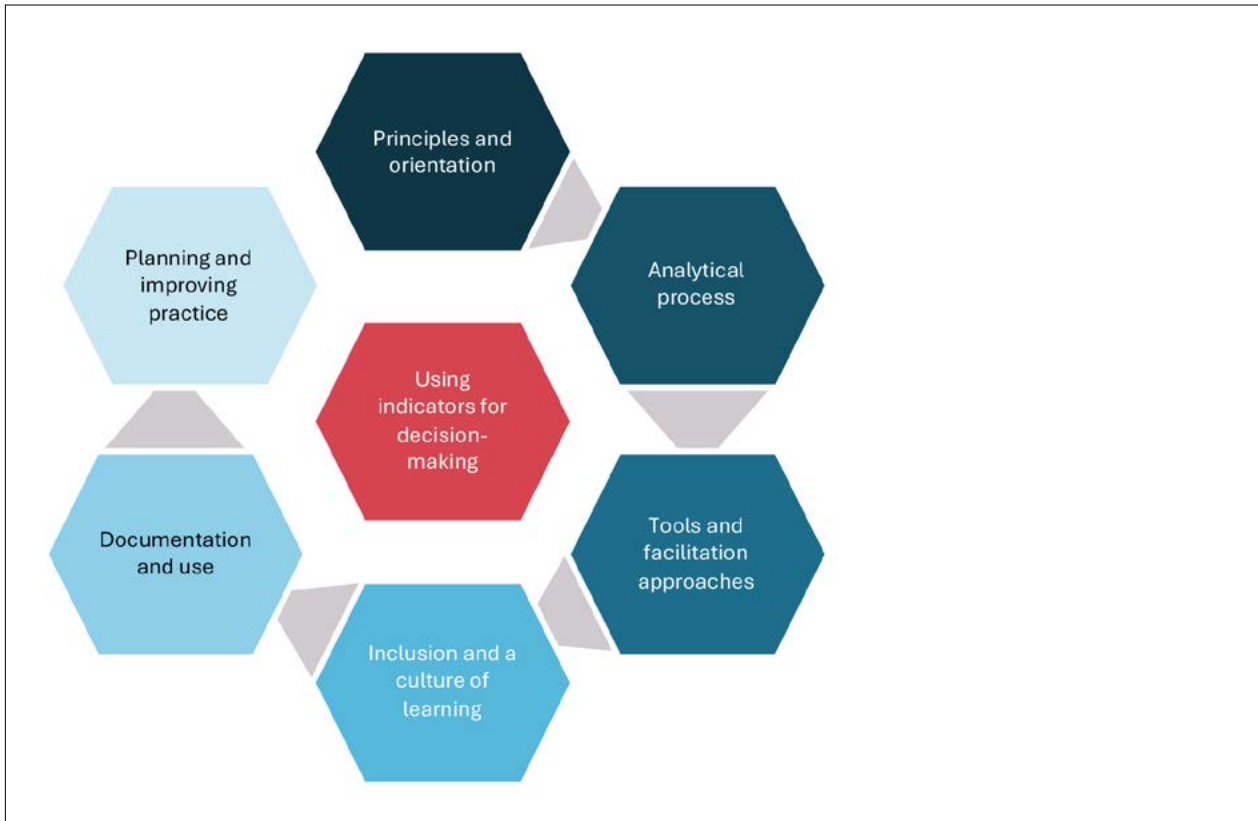
Indictor analysis should only be undertaken with a goal to promote reflection, learning, and ongoing programme improvement. Indicators are not only tools for reporting; they are signposts that help teams, partners, and stakeholders understand progress, test assumptions, and identify areas for adaptation. This guideline provides a practical, light-touch approach to interpreting indicators in a way that is participatory, context-sensitive, and action-oriented.

Guiding Principles for Analysis

In large-scale, transboundary initiatives, indicators are necessarily diverse. They include spatial data on landscapes, programmatic outputs like management plans, financial tracking, policy reforms, and qualitative dimensions such as knowledge integration or stakeholder participation. This diversity reflects the ambition of integrated land and seascape management, and contextual variation must be embraced rather than lost through a process of standardisation. The foundation of meaningful analysis is learning. The purpose of engaging with indicators is not to provide rigid accountability or definitive answers, but to generate useful insights for improvement. Analysis should ask: What do these results suggest? What might explain them? What should we adjust to improve future results? This orientation creates space for curiosity, iteration, and innovation.

Finally, analysis must be pragmatic and based on what TFCAs are able to do. Making the process achievable for TFCAs requires institutionalising systems of learning, such as regular review cycles that fall part of reporting. This process much be multistakeholder. Indicators gain meaning when interpreted with input from those closest to implementation: local communities, TFCA managers, technical specialists, and policymakers. Different groups bring different understandings of what the data reflects. Collaborative interpretation helps surface blind spots, clarify assumptions, and increase the legitimacy of conclusions.

Analytical Process

The first step in working with indicator data is to revisit their purpose. Each one is linked to a goal, outcome, or assumption about how change is expected to happen. Clarifying the intent behind each indicator helps teams understand what type of change is being monitored, and what questions to ask in interpretation.

Next, consider the context of the data. Patterns in indicators may be influenced by timing, policy shifts, country variation, or broader environmental or economic factors. For example, a decrease in species populations may reflect ecological stress, or it may be a result of poaching. Understanding these dynamics is essential for drawing informed conclusions. Interpretation deepens when indicators are viewed in relation to one another. Across the TFCA Programme, several indicators are designed to be mutually reinforcing—for example, links between governance strategies, management effectiveness scores, and stakeholder engagement. Bringing these together in joint analysis allows teams to see patterns, gaps, or inconsistencies, and better understand how different aspects of the programme interact.

At the conclusion of each review cycle, teams should document a small number of actionable insights. These might relate to programming (e.g., targeting additional training), policy (e.g., addressing gaps in stakeholder integration), or implementation (e.g., refining benefit-sharing strategies). The most useful insights are those that prompt a specific decision or next step.

Tools and Facilitation approaches

A range of simple tools can support indicator analysis. Sensemaking workshops are a valuable format for group interpretation. These can be conducted annually or quarterly, depending on the frequency of reporting. Participants can review results, share context from the field, and co-develop explanations or ideas for adaptation.

Narrative methods also support interpretation—such as developing short case studies or contribution stories that link indicator data with observed changes in practice or impact. These methods are particularly useful for interpreting governance, capacity, and knowledge-related indicators that may not lend themselves to quantification.

Reflexive tools—such as revisiting the programme's theory of change, testing underlying assumptions, or mapping stakeholder contributions—can help link data to strategy. They also support organisational learning by encouraging teams to explore not just what is happening, but why.

These should be selected for quarterly and annual application at both the TFCA and SADC TFCA Programme Unit level based on the format of the learning activity best suited for the specific organisational context.

Inclusion and Learning Culture

Effective analysis depends on inclusive processes. The TFCA Programme brings together a wide range of actors, including governments, communities, NGOs, private sector partners, and regional institutions. Each group brings a unique perspective on what success looks like and how it should be measured.

Inclusion means creating deliberate opportunities for different voices to be heard in interpretation—especially those that are often underrepresented, such as Indigenous knowledge holders or local practitioners. Participatory analysis not only strengthens the quality of insight, but also builds ownership and legitimacy in follow-up actions. Both results and interpretations must be shared back with those involved in data collection and those affected by programme decisions.

Building a culture of learning requires using indicators to openly admit failures, learn from mistakes, and identify areas for improvement. Since this can be at odds with the necessary accountability purposes of M&E, it is important that the learning orientation is enforced through the process of analysis.

Documentation and Use

To strengthen learning over time, each round of analysis should be briefly documented. A one-page summary of key insights, identified actions, and pending questions is sufficient. These summaries can feed into programme reviews, support communications with stakeholders, or inform strategic planning.

Equally important is closing the feedback loop. Where indicators highlight concerns or opportunities, actions should be tracked and revisited. This builds a responsive system in which monitoring leads to real-time adaptation and continuous improvement.

Ultimately, the value of indicators lies not just in the data they provide, but in the conversations they spark and the decisions they inform. Used thoughtfully, they help teams navigate complexity, respond to change, and advance their shared goals for people and nature.

Monitoring and Evaluation (M&E) Framework for the SADC Transfrontier
Conservation Area (TFCA) Programme (2023-2033)

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