
Development and support of implementation of revised	Project number/
SADC TFCA M&E framework (2023 – 2033)	cost centre:
	2019.2189.9-003.00
Contract: 83470841	

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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work
C-NRM	SADC/GIZ Joint Action NaturAfrica / Climate Resilience and Natural Resource Management in the SADC Region (C-NRM) Programme Comissioned by the German Federal Ministry for Economic Cooperation and Development, co-funded by the European Union
FANR	Food, Agriculture and Natural Resources
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit GIZ GmbH
M&E	Monitoring and Evaluation
MEL	Monitoring Evaluation and Learning
PPRM	Policy Planning and Resource Mobilisation
SADC	Southern Africa Development Community
TFCAs	Transfrontier Conservation Areas
ToRs	Terms of reference
WWF	World Wildlife Fund

1. Context

Globally, ecosystems have been dissected by political boundaries which do not only subject these systems to different policy, legal and institutional structures but are also impacted by diverse socio-economic and cultural contexts. These boundaries have not only compromised the resilience of these ecosystems and the ability of the wildlife within them to adapt to the inevitable climatic changes. Transboundary conservation encourages cooperative management of shared natural resources to achieve conservation goals across international boundaries and to secure benefits for people living in and around these conservation landscapes and seascapes. The SADC Protocol on Wildlife Conservation and Law Enforcement was endorsed by Member States in 1999 to establish common approaches to conservation and the sustainable use of wildlife resources. One of the key objectives of the Protocol is the conservation of shared wildlife resources through the establishment of 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”*. The approval of the 2013 SADC TFCA Programme reinforced Member States’ efforts to establish and develop TFCAs in collaboration with national, regional, and international partners. The SADC Secretariat provided support, mobilised financial and technical resources, as well facilitated platforms for regional knowledge sharing and collaboration. The 2013 SADC TFCA programme was complemented by a SADC TFCA M&E framework in 2018 that is currently in a pilot phase.

In 2021, the Ministers responsible for Environment, Natural Resources and Tourism called for the Review of the 2013 SADC TFCA Programme to reflect on learnings and where applicable, to revise the programme considering key challenges and opportunities identified at local, national, regional, and global levels. Through an inclusive and extensive process of stakeholder engagements, synthesis, and analysis, the revised SADC TFCA Programme (2023-2033) and its Costed Action Plan was approved by the Ministers responsible for Environment, Natural Resources and Tourism at their meeting held on the 22nd of June 2023, with a vision to develop a *“world-class network of sustainably managed transboundary landscapes and seascapes across”, and for the benefit, of SADC.*

To achieve the vision of the SADC TFCA Programme, the following five goals were identified and articulated in the revised programme:

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

To effectively track progress in the achievement of the goals and the vision of the SADC TFCA Programme (2023 -2033), the SADC Technical Committee on Wildlife, at its meeting on the 14th of March 2024 called for the *“revision of the SADC TFCA M&E Framework in line with the revised TFCA Programme”*. The revised SADC TFCA Programme calls for a Monitoring, Evaluation and Learning (MEL) system which is designed with a goal of improving

programmatic performance and strengthening learning. It was recommended that the new MEL system should follow the following principles:

- Identify indicators with robust available data, indicators with absent data and the spectrum in between;
- Detail where capacity for M&E is currently located, and where priorities are in the term of M&E/capacity building;
- Identify priority indicators for evidence-based decision makers.

To define a comprehensive and effective monitoring and evaluation tool together with SADC, TFCAs and member states and based on lessons learnt from the pilot of the previous M&E framework.

The SADC/GIZ Joint Action NaturAfrica / Climate Resilience and Natural Resource Management in the SADC Region (C-NRM) Programme commissioned by the German Federal Ministry for Economic Cooperation and Development, co-funded by the European Union provides support to the SADC Secretariat, Food, Agriculture and Natural Resources (FANR) Directorate on transboundary natural resource management and climate resilience. Therefore, GIZ is looking for an individual consultant to develop and support the implementation of a “SADC TFCA M&E Framework for the revised TFCA programme (2023 – 2033)” to monitor the impact of TFCAs on the development of the SADC region. The consultant will enter into a contract with GIZ.

2. Tasks to be performed by the contractor

The overall objective of the consultancy is to develop and support the revision and implementation of a “SADC TFCA M&E Framework for the revised TFCA programme (2023 – 2033)” that will enable the standardised collection and evaluation of, and reporting on data which provides an accurate and up to date picture of the collective contributions of SADC TFCAs to meeting the five goals of the revised SADC TFCA programme.

The process of developing and support implementation of the M&E Framework will require careful consideration of measuring, assessment and reporting requirements at TFCA (Protected Area), national (Head Quarters) and regional levels (SADC Secretariat).

The contractor is responsible for providing the following services:

- Prepare an inception report which will include work schedule with specific tasks, deliverables and time frames.
- Present the inception report to an inception meeting, chaired by the SADC Secretariat; and agree upon logistical arrangements necessary for implementation of the assignment, including engagements with Policy Planning and Resource Mobilisation (PPRM) Directorate, SADC Member States (through the members of the SADC TFCA Network Steering Committee), SADC TFCA M&E Task Team, and other relevant stakeholders (e.g. EU B4Life Facility, WWF)
- Collect and review relevant background information for the assignment, including the existing TFCA Monitoring and Evaluation Framework and other documents and existing monitoring and evaluation materials such as the

existing indicators and databases, the M&E capacities, and existing data collection systems, especially in relation to international and regional best practices for M&E and identify gaps.

- Consult with relevant stakeholders including the SADC Secretariat Directorates PPRM and FANR, ORGAN, and its M&E Unit to ensure consistency with other SADC Secretariat efforts on M&E approaches, methods, and reporting formats.
- Participate in and facilitate a 1-day physical workshop for the development of the revised SADC TFCA M&E Framework.
- Conduct stakeholder consultations with Member States and TFCAs representatives, other key stakeholders through the SADC TFCA Network to understand their needs and perspectives.
- Develop 1st draft revised SADC TFCA M&E Framework that clearly articulates:
 - The TFCA program's theory of change, outcomes, outputs, and key performance indicators (KPIs). Design data collection tools and methodologies that capture relevant quantitative and qualitative data for monitoring and evaluation. A monitoring and evaluation plan, including a timeline, responsibilities, and resources required for implementation.
- Submit the draft SADC TFCA M&E Framework to SADC FANR, PPRM and GIZ for further circulation.
- Incorporate comments and prepare final draft SADC TFCA M&E Framework
- Participate in and facilitate a virtual workshop of SADC Member States to validate the drafts of the revised TFCA M&E Framework, and collect any additional inputs, to ensure that the final documents are supported by Member States
- Finalise the drafts of the revised SADC TFCA M&E Framework and submit to SADC Secretariat, SADC Secretariat responsible for endorsement of framework
- Present the SADC TFCA M&E Framework to the Technical Committee on Wildlife
- Prepare indicator sheets to upload the SADC TFCA M&E Framework onto the SADC-wide M&E result-based System
- Develop training materials for TFCA and SADC secretariat partner staff responsible for M&E and conduct trainings (at least one regional physical, duration 3 days), produce a training report afterwards.
- Conduct regular follow-on trainings and coachings with M&E officers of TFCAs and SADC secretariat to ensure proper data collection, for at least 5 TFCAs
- Finetune system based on feedback received after the first year of implementation;
- Conduct a training workshop on the new SADC TFCA M&E Framework to the SADC Member States as need in coordination with SADC PPRM.
- Continue offering support on a needs basis for data collection (follow-ups and coaching sessions for M&E officers)
- Ensure that at least five TFCAs are implementing the revised M&E framework and are uploading data and required reports into the respective SADC M&E system.

Deliverables:

Following deliverables, as laid out in the table below, are to be achieved during the contract term:

Deliverables	Deadline
Inception report , outlining the consultant's understanding of the project and proposed approach, including a detailed work plan	15 working days
Facilitate consultative meetings with key stakeholder, possibly back-to-back with a SADC TFCA Network meeting	30 working days
First draft of revised SADC TFCA M&E Framework	January 2025
Final draft of revised SADC TFCA M&E Framework , including a comprehensive M&E tool, indicators, indicator definition sheets, data collection tools, reporting templates and analysis guidelines as well as a M&E plan that outlines steps, responsibilities, timeline, budget implications for implementing the framework	March 2025
Facilitate virtual validation workshop to validate the revised SADC TFCA M&E Framework	April 2025
Training materials prepared and trainings with M&E officers of TFCAs and SADC secretariat conducted. Training report submitted	August 2025
Follow-ups and coaching with M&E officers of TFCAs and SADC secretariat	Ongoing after initial training on a regular basis
Finetune system after the first year of implementation	August 2026
Follow-ups and coaching with M&E officers of TFCAs and SADC secretariat of at least 5 TFCAs	August 2026 until June 2027
Provide proof that at least 5 TFCAs are implementing the revised SADC TFCA framework and are uploading data and reports to the SADC M&E system	By June 2027

Period of assignment: from **15 September 2024** to **29 June 2027**.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed by the contractor) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed by the contractor) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed by the contractor) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on their CV (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Consultant

Tasks of the consultant

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Regular reporting in accordance with deadlines
- Perform tasks as described in 2.

Qualifications of the consultant

- Education/training (2.1.1): university degree (Master/PhD) in a relevant field, such as Natural Resources Management, Environmental Science, Social Sciences, International Development, Public Administration, Economics, Statistics, Monitoring and Evaluation or any other related discipline

- Language (2.1.2): C1-level language proficiency in English, C1-level language proficiency in French/Portuguese is an added advantage
- General professional experience (2.1.3): 10 years of professional experience in managing complex political contexts with multi-stakeholder inclusion and across different countries to facilitate inclusive processes.
- Specific professional experience (2.1.4): 10 years in planning, monitoring and evaluation, including the development and implementation of complex M&E systems, including strong understanding of M&E tools, different data collection methods.
- Leadership/management experience (2.1.5): 7 years of management/leadership experience as project team leader in a senior position in a company or academic institution
- Regional experience (2.1.6): 10 years of experience in projects in SADC region
- Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects

5. Costing requirements

Assignment of personnel and travel expenses

The individual consultant will work from his/her respective home country with visits to SADC Secretariat in Gaborone, Botswana and other SADC Member States to conduct workshops/trainings.

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Consultant	1	70	70	
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget			up to 7000 EUR	<p>A budget is earmarked for travel to the following countries: Botswana, Zambia, Malawi, Zimbabwe, South Africa, Eswatini, Mozambique, Tanzania.</p> <p>A fixed budget of EUR 7000 is earmarked for settling travel expenses against evidence.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.</p>
Other costs	Number	Price	Total	Comments
Flexible remuneration			up to 3500 EUR	<p>A budget of EUR 3500 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p>

Workshops and training

The contractor implements the following workshops/study trips/training courses:

- 1-day physical workshop for the development of the revised SADC TFCA M&E Framework
- 3-day physical regional training on revised SADC TFCA M&E framework
- Virtual trainings, coaching and follow-ups with TFCA M&E officers

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Logistics for workshops and trainings: workshop venue, participant travel costs and full board accommodation of participants

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CV must be in accordance with Chapter Personnel concept of the ToRs must be submitted using the format specified in the terms and conditions for application. The CV shall not exceed 4 pages. It must clearly show the position and job the person held in the reference project and for how long. The CV can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.