1. Background and Justification

1.1. General Background

The Southern African Development Community (SADC) consists of 16 Member States in southern Africa, and its mandate includes to promote regional integration and trade, alleviate poverty, as well as to achieve sustainable utilization of natural resources and effective protection of the environment. The SADC development priorities are stipulated in the Regional Indicative Strategic Development Plan (RISDP) whose ultimate objective is to deepen the integration agenda of SADC with a view to accelerating poverty eradication and the attainment of other economic and non-economic development goals. They include, among others, sustainable management and conservation of wildlife, transboundary natural resources and the environment for socio-economic development of the region.

The SADC region is endowed with abundant wildlife resources including wild animals, forests, fish stocks and marine life that are important for agriculture and the lucrative tourism industry. These resources provide an opportunity to strengthen regional integration and make significant contributions to the socio-economic development of the region through job creation, food security and sustaining the livelihoods of the rural communities. However, recently wildlife resources have come under serious pressure from unsustainable utilization including illegal killing and trade in wild species of fauna and flora and their products. This is of particular concern to the SADC region which is home to the largest remaining populations of elephants and rhinos, and the current trends, if remain unattended, could, among others, threaten the survival of these species.

In order to respond to this challenge, SADC Ministers of the Organ on Politics, Defence and Security Cooperation (July 2012) and Ministers responsible for Environment and Natural Resources (October 2013) mandated the SADC Secretariat to facilitate the development of a comprehensive regional law enforcement and anti-poaching strategy to (i) counteract the alarming levels of poaching that was going on across the network of protected areas in the region; and to (ii) promote cross border law enforcement and inter-agency cooperation for improved law enforcement.
SADC has developed the SADC Law Enforcement and Anti-Poaching (LEAP) Strategy (2016-2021) as mandated by both the Ministers and the SADC Protocol on Wildlife Conservation and Law Enforcement. The SADC LEAP strategy was approved in November 2015 and is ready for implementation.

The overall objective of the LEAP Strategy is to significantly reduce the level of poaching and illegal trade in wildlife fauna and flora and enhance law enforcement capacity in the SADC Region by 2021. The strategy has identified 5 priority areas for collaborative action by Member States, namely:

- enhancement of legislation and judicial processes,
- minimization of wildlife crime and illegal trade,
- enhancement of legislation on wildlife and law enforcement,
- integration of people and nature,
- ensuring sustained trade in, and use of natural resources, and
- improvement and strengthening of field level protection of wildlife resources.

In addition, the strategy calls for the establishment of a regional Wildlife Crime Prevention and Coordination Unit (WCPCU) to support implementation of the Law Enforcement component of the LEAP strategy.

As a follow up, the Joint meeting of Ministers of Environment and Natural Resources and of the Organ on Politics, Defence and Security Cooperation (MCO), was convened in February 2017 to discuss implementation modalities of the LEAP Strategy. The joint committee of Ministers endorsed the strategy and made the following decisions, among others:

(i) Directed the Secretariat to:

- determine regional coordination costs for the LEAP Strategy and submit for approval by Council at the August 2017 meeting, and
- prepare reports on progress made by Member States in implementing the LEAP Strategy for submission and review at their future meetings.

(ii) Recommended to Council to:

- Approve the establishment of a Wildlife Crime Prevention and Coordination Unit, to coordinate implementation of the law enforcement component of the LEAP Strategy, as part of the Secretariat's structure review process, and that it be placed in the Directorate of the Organ, and
- approve the establishment of a Joint Committee of Ministers of Environment and Natural Resources, and of the Organ on Politics, Defence and Security Cooperation to oversee and monitor the implementation of the LEAP Strategy, which will meet annually.
(iii) Urged Member States to prioritise and integrate activities from the LEAP Strategy into their national plans and mobilize resources for their implementation; and counties which have not established the National Wildlife Crime Prevention Task Forces to do so in order to facilitate the implementation of the strategy.

(iv) Approved the proposed amendments on the Legislation and Judicial processes as well as the Wildlife Crime and Illegal Trade programme areas as contained in the Log-frame of the LEAP Strategy.

1.2 Progress

The recommendations of the Joint Ministerial meeting were presented to the Council meetings of March and August 2017 for consideration. And, Council:

(i) directed the Secretariat to mainstream the implementation of the law enforcement component of the LEAP Strategy into the approved structure and budget of the Directorate of the Organ;

(ii) approved the establishment of a Joint Committee of Ministers of Environment and Natural Resources, the Organ on Politics, Defence and Security Cooperation to oversee and monitor the implementation of the LEAP Strategy, who will meet annually;

(iii) approved the regional coordination costs for the LEAP Strategy. The costed plan will be used to mobilize resources to support the implementation of the Strategy at regional level; and

(iv) urged Member States to integrate activities of the SADC LEAP strategy into their national plans and mobilize resources for their implementation.

1.3 Role of SADC Secretariat

The responsibility for coordinating implementation of the SADC LEAP strategy is shared by the two Directorates namely the Organ on Politics, Defence and Security (commonly referred to as the Organ) and Food Agriculture and Natural Resources (FANR).

The functions of the Wildlife Crime Prevention and Coordination Unit (WCPC), which are primarily to coordinate implementation of the law enforcement component of the LEAP Strategy, have been mainstreamed in the Directorate of the Organ. Specific functions include: (i) coordinate the responses of Member States to combat illegal trade in wildlife; (ii) coordinate the activities of the National Wildlife Crime Task Forces in each Member State through respective chairpersons; (iii) work in close collaboration with security and other intelligence organizations at the country level (e.g. Interpol Bureaus) as well as wildlife trade and monitoring institutions such as CITES and TRAFFIC both at the national and international level; and (iv) liaising with relevant officials in the FANR Directorate.
FANR is responsible for the LEAP Strategy’s components on conservation and sustainable management of wildlife that focuses on actions aimed at strengthening of field level protection of wildlife resources, integration of people and nature and promoting sustainable use and legal trade. FANR is also responsible for overall coordination of the implementation of the LEAP Strategy.

In executing this mandate, SADC Secretariat is required to prepare reports on progress made by Member States in implementing the LEAP Strategy and submit to the Joint Committee of Ministers of Environment and Natural Resources and of the MCO for review on an annual basis. Therefore, this means that SADC Secretariat will need reliable data and information from Member States to prepare reports, on their progress towards implementing the strategy. In order to facilitate reporting and monitoring, Member States need to be clear, through an Approach in the form of a work schedule, on what activities of the strategy they are expected to implement in their respective countries. They also need to have a reporting template to facilitate harmonized and standardized reporting by all Member States as well as monitoring of progress in implementation of the LEAP Strategy. The template should enable Member States to produce integrated progress reports on implementation of the SADC LEAP Strategy as well as the SADC Protocol on Wildlife Conservation and Law Enforcement. The strategy derives its mandate from the SADC Protocol on Wildlife Conservation and Law Enforcement that aims to:

- establish common approaches to the conservation and sustainable use of wildlife resources; and
- assist with the effective enforcement of laws governing the utilization of those resources

1.4 Role of Member States

Implementation of field activities of the LEAP Strategy is the responsibility of Member States and will be done at country level. It is, therefore, important to ensure that countries are aware of what they are expected to do and have a clear plan of action to facilitate the implementation of the strategy at National levels.

Among the mandates of SADC Secretariat is to coordinate the development and implementation of SADC strategies and programmes. And, it is in this regard, that Secretariat’s coordinating role is needed to facilitate a Member States consultative process to discuss, develop and agree on an Approach as a way forward on how they will implement the LEAP Strategy and report on progress.

The strategy has a logical framework which outlines, for each one of the abovementioned components, the (1) Programme strategy/component, (2) Strategic programme area level indicator, (3) Five year target output, (4) Key actions, (5) Time frame for the outputs (by when), and (6) Responsibility (for SADC Secretariat and Member States). It is essential for Secretariat to go through the Logical framework, clearly identify the activities to be specifically undertaken by the Member States, and
draw up an Approach a a road map to guide Member States on how they will go about implementing the strategy’s key actions in their respective countries.

It is against this background that a consultancy is being commissioned, through the SADC/GIZ Programme “Transboundary Use and Protection of Natural Resources (TUPNR) to develop a SADC Approach for the development and rolling-out of the country-level specific actions that deliver on the implementation of the LEAP strategy. The Approach will be an indicative document of the key actions Member States will be expected to independently undertake to implement the strategy.

2. Objectives

The objectives of the consultancy are to:

a) develop a SADC Approach (programme of work) for rolling-out the country-level specific actions that deliver on the implementation of the LEAP strategy. The Approach will be used to assist Member States in adapting their strategies and plans to accommodate implementation of the LEAP Strategy;

b) develop a reporting template that will harmonize and standardize progress reports submitted by Member States in order to facilitate monitoring;

c) present the Approach to and facilitate a regional consultative workshop to interrogate and endorse the document.

3. Deliverables

3.1 A draft SADC Approach in the form of a programme of work, submitted to SADC Secretariat for discussion and finalization, which will include the following components:

a) Updated Logical Framework of the LEAP Strategy: clearly separating activities and responsibilities to be undertaken by the SADC Secretariat and Member States respectively;

b) Establishment of minimum requirements for prioritization and integration of the LEAP Strategy into Member States national plans: Timeline/programme/schedule for Member States to incorporate their respective LEAP Strategy activities into their national plans (How and when this will be done, responsibilities and expected outputs);

c) Providing guidance to Member States in developing budgets for implementation of the LEAP Strategy: Timeline/programme/schedule for Member States to develop country budgets for implementation of their respective LEAP Strategy activities (How and when this will be done, responsibilities, and expected outputs). These budgets are essential for use by Member States to
indicate the needed costs to implement the LEAP Strategy and to source funds for LEAP implementation either from their national governments or from International Cooperating Partners (ICPs);

d) **Providing guidance towards establishment of National Wildlife Crime Prevention Task Forces**: Timeline/schedule for Member States to establish National Wildlife Crime Prevention Task Forces, where they do not exist (how and when this will be done, responsibilities and expected outputs); and,

e) **Resource Mobilization**: Options/suggestions for potential sources of funding to support Member States' implementation of the LEAP Strategy (a list of potential ICPs and their addresses, for future contact). This should include regional funded projects (ongoing and planned) since many LEAP activities are financed through ICPs and implemented through NGOs.

f) **Providing guidance to Member States in alignment of their regulatory and legal frameworks**: (Laws, rules, bylaws, organizational structures) towards harmonizing processes in support of combatting cross border criminal activities;

g) **Providing guidance towards enhancing synergies and linkages with all relevant stakeholders in the implementation of the SADC LEAP Strategy**.

3.2 A final **SADC Approach** document endorsed by Member States, following their interrogation of the draft in a regional consultative workshop.

3.3 Reporting template that will harmonize and standardize progress reports submitted by Member States regarding implementation of the SADC LEAP strategy. The template should enable Member States to produce integrated progress reports on implementation of the LEAP Strategy and the SADC Protocol on Wildlife Conservation and Law Enforcement.

4. **Tasks**

The consultant, in collaboration with the TUPNR Programme, shall propose the methodology of how to undertake the consultancy in order to fulfil the above-mentioned objectives and deliverables (this shall cover an elaboration of the tasks, time lines, as well as an overall budget).

The consultant will, through a desk study and telephonic/e-mail consultations with countries, suggest to SADC Secretariat an **Approach of the key actions** Member States will be expected to independently undertake to implement the LEAP Strategy. The Approach will be presented to a regional workshop where the consultant will work with Member States to deliver the road map. In addition, the consultant will draft the reporting template that will harmonize and standardize progress reports submitted by Member States regarding implementation of the SADC LEAP strategy.
The consultant will be required to travel, in two trips, to SADC Secretariat in Gaborone for an inception meeting. In the second trip, the consultant shall deliver and present the draft *Approach* and reporting template to SADC Secretariat for comments and inputs.

The consultant shall present the draft *Approach* and reporting template to a two-day regional workshop, organized by SADC Secretariat, for further interrogation, inputs and endorsement by the SADC countries. The purpose of the workshop is to share views and information and agree on the *Approach* (programme of work) as a road map on how countries are expected to implement the LEAP Strategy.

5. **Time frame**

The consultancy will be for a period of 30 working days spread over the period from 23 July to 31 October 2018.

6. **Consultant qualifications**

The consultant should have the following qualifications:

   i)  Minimum MSc degree in wildlife management or natural resources economics or planning or related field;
   
   ii) At least 10 years working experience in strategic planning of programmes/projects and action plans, use of logical framework approaches, and policy formulation;
   
   iii) Legal background ideally in laws pertaining to natural resources management / wildlife;
   
   iv) Experience in facilitating meetings;
   
   v) Good knowledge of the poaching and illegal trade in wildlife products and on the various initiatives that are going on to halt this problem;
   
   vi) Profound knowledge of the SADC region and its natural resources including wildlife conservation issues in Southern Africa;
   
   vii) Good understanding of multi-lateral environmental agreement related to natural resources and trade in species products, in particular CITES; and
   
   viii) Good communication and writing skills in English. French and Portuguese are an asset.