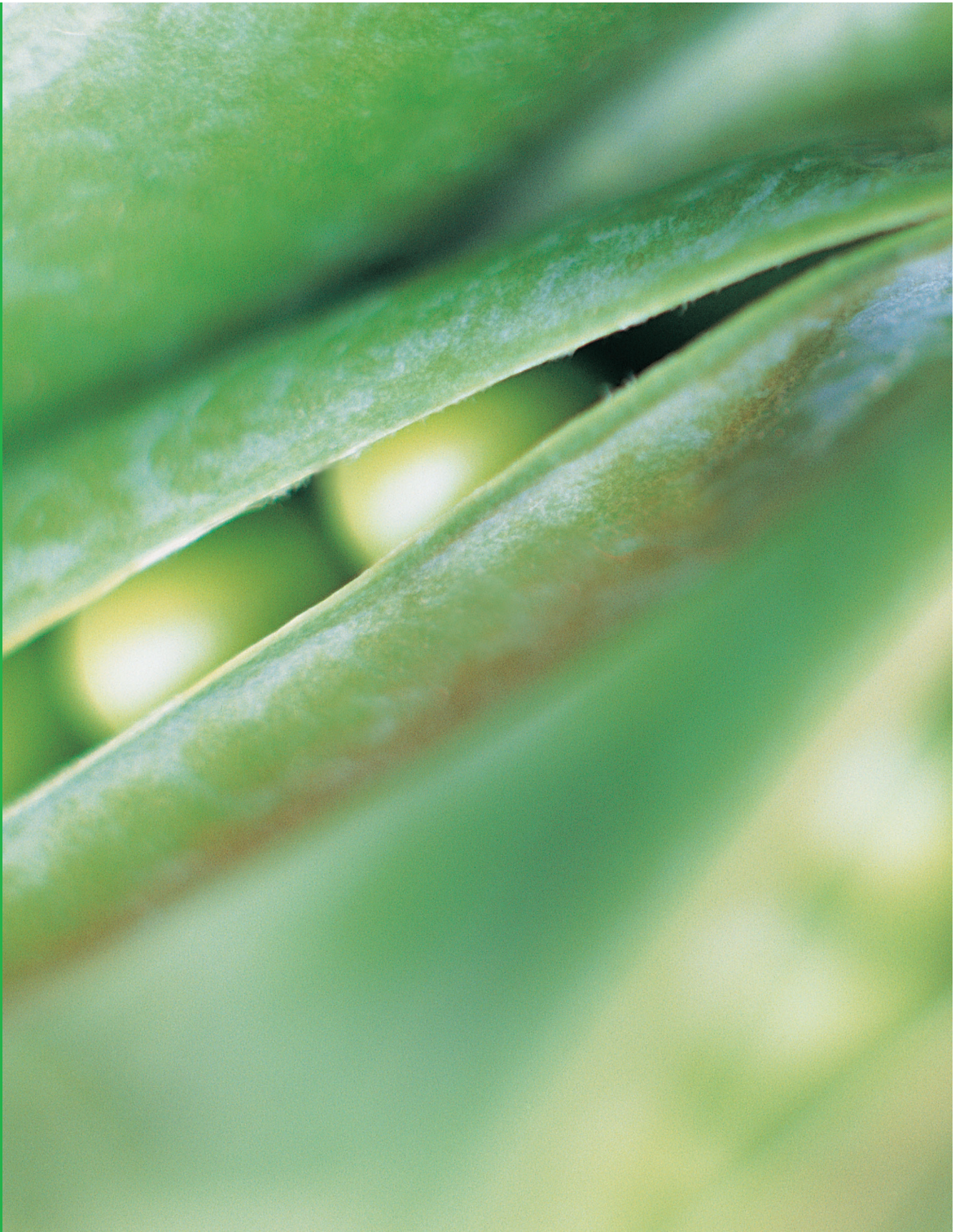


APPRAISAL OF THE PROGRAMME DOCUMENT 'PROMOTING TRANSBOUNDARY COLLABORATION IN THE CENTRAL ALBERTINE RIFT IN ORDER TO REDUCE UNSUSTAINABLE EXPLOITATION OF NATURAL RESOURCES AND CONTRIBUTE TO ECONOMIC DEVELOPMENT'

BY TOR A. BENJAMINSEN AND DAVID TUMUSIIME

NORAGRIC REPORT NO.70
DEPARTMENT OF INTERNATIONAL ENVIRONMENT AND DEVELOPMENT STUDIES
NORAGRIC



Appraisal of the Programme Document

‘Promoting transboundary collaboration in the Central Albertine Rift in order to reduce unsustainable exploitation of natural resources and contribute to economic development’

**Submitted by the Greater Virunga Transboundary
Collaboration (GVTC)
to the Norwegian Embassy in Kampala**

By Tor A. Benjaminsen and David Tumusiime

Noragric Report No. 70
November 2013

**Department of International Environment and Development Studies,
Noragric
Norwegian University of Life Sciences**

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Benjaminsen, Tor A. and David Tumusiime.

Appraisal of the Programme Document 'Promoting transboundary collaboration in the Central Albertine Rift in order to reduce unsustainable exploitation of natural resources and contribute to economic development'.

Noragric Report No. 70 (November 2013)

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1. BACKGROUND

The Greater Virunga region covers north-western Rwanda, parts of eastern DRC and parts of south-western Uganda. This area is one ecosystem and includes both national parks and other protected areas. The Virungas are among the richest ecosystems in the world in terms of biodiversity. The national parks authorities in the three countries have established a collaborative body; the Greater Virunga Transboundary Collaboration (GVTC) to address challenges such as illegal use of natural resources and poaching of wildlife within the parks as well as security threats to its employees. GVTC has its Secretariat in Kigali, Rwanda.

In 2012, the Norwegian Embassy in Kampala supported a one-year project worth NOK 4 Million hosted by the GVTC, but funded through the International Gorilla Conservation Programme (IGCP) due to the fact that the GVTC was not established as a legal entity. This project was entitled “*Supporting transboundary collaboration to reduce habitat degradation and promote economic development*”. The project goal of this first phase of Norwegian support to the GVTC was stated as ‘enhanced ecosystem benefits in the Greater Virunga Landscape through increased transboundary tourism opportunities and reduced forest degradation’, and the expected outputs were; (i) The Central Albertine Rift Transboundary Strategy Plan reviewed; (ii) transboundary REDD+ action plan developed; (iii) a situation analysis of the level of illegal timber, charcoal and wildlife trade in the region; (iv) transboundary cooperation and regional processes supported; (v) development of funding mechanisms and operating procedures for the GVTC; (vi) support to human wildlife conflict mitigation interventions.

This project ended after a no cost extension to end of July 2013, and the final report will be submitted during the autumn of 2013. Following dialogue and discussions between the Norwegian Embassy in Kampala and GVTC together with IGCP, GVTC has submitted a request for financial support for a second phase as a four-year programme entitled “*Promoting transboundary collaboration in the Central Albertine Rift in order to reduce unsustainable exploitation of natural resources and contribute to economic development*”.

This report briefly appraises the results of the one-year project already supported and thereafter appraises the Programme Document of the new proposed programme. According to the Terms of Reference for this appraisal, the main purpose is to assess the relevance, feasibility and potential risks and sustainability of the proposed programme.

The appraisal specifically assesses if the information in the Programme Document is sufficient and reliable, identifies any additional information needed, and gives advice on potential improvements for a better programme design. In appraising the already supported one-year project, the report provides a non-extensive evaluation that focuses on two outputs; development of funding mechanisms and operating procedures for the GVTC, and the strengthening of transboundary cooperation and regional processes.

Data for this appraisal were collected through a six-day visit to Rwanda including a three days trip to the Volcanos National Park and adjacent communities and interviews and meetings with GVTC and IGCP staff in Kigali, park staff from the three countries, as well as staff at the Norwegian Embassy in Kampala and Norad in Oslo.

2. BRIEF EVALUATION OF THE FIRST PHASE

The GVTC is still a new and evolving organization. The collaboration that has developed into the GVTC started in 1995 as informal information sharing across the borders between park rangers about law enforcement issues. This is referred to by GVTC and IGCP staff as ‘bottom-up’ initiatives in contrast to other transboundary parks that are more ‘top down’. Over time this initiative evolved into a wish to institutionalize this cooperation between the three park authorities. With the facilitation of the IGCP and financial support from several donors (e.g. WWF, Dutch Embassy in Kigali, Howard G. Buffett Foundation) the GVTC was established as an organisation in 2008 with a secretariat in Kigali.

The secretariat presently employs eight staff with further plans to expand. One priority is to employ a communications officer to improve the information sharing and advocacy capacity of the institution. There has, however, been a certain instability and turnover among staff during the last few years. Reasons given for this instability are short contracts (down to 3 months) leading to uncertainty about the future, the lack of legalisation of the GVTC that also leads to such uncertainty, salaries and benefits that are not competitive at the regional level, and some internal tension among staff. Contracts have, however, now been increased to one year and it is anticipated they will be further increased to two years. Salaries and benefits are being discussed, and the working environment seems to be considerably improved. In fact, several of the staff interviewed individually highlighted the good team spirit and the friendship with colleagues as a strength of the organization. The main weakness now remains the lack of legal formalization of the GVTC. The Treaty between the three countries on the transboundary collaboration has taken more time than anticipated. There is hope that it will be signed early next year, but since one is dealing with political processes in three countries, this is still uncertain. An alternative route to formalization would be that the authorities in Rwanda legalize the GVTC Secretariat as a national organization. This might be a faster and easier way to legalization. An application for this has been made and is pending.

Several of the current staff have been employed only during the last few months, which testifies to a certain commitment to build the GVTC as an institution. The Executive Secretary is a very experienced senior government official from DRC who has been seconded to the GVTC and who has a long track record of working on environmental issues in the region. In addition, the Uganda Wildlife Authority (UWA) has recently seconded a senior accountant to the secretariat who has long experience from several national parks. The Arcus Foundation in the USA is also funding a three-year position for a technical advisor that is held by the former regional director of the IGCP. These three additions may be seen as a demonstration of a commitment from key actors to move forward and build capacity of the secretariat.

All in all, the GVTC secretariat seems to be composed of a good collection of highly competent and motivated staff. Recent employments and additions seem also to have been important for the positive change that the organization has gone through recently. We were told several times that ‘things started to move positively at the GVTC during the last year’. It

seems that the Norwegian one-year project has contributed to a large extent to this development.

While the IGCP has been a strong actor in the building of the GVTC as an institution, the two organizations are clearly in a process of transfer of ownership, which is still ongoing, but also which seems to have done considerable progress recently. This may also be partly a result of the Norwegian support.

We also observed in meetings how staff from the three parks seem to have good collegial working relations and to communicate well together. It was stressed to us that the coordinated patrols that the Norwegian project has supported play a key role in developing such a common organization culture.

Apart from support to institutional development, the Norwegian support has also been used to review the Strategic Plan, to develop a REDD+ Action Plan and to produce studies of illegal trade in charcoal, timber and wildlife as well as of human-wildlife conflicts and what can be done to alleviate them. In relation to this latter theme, there has also been support to build buffalo walls along the park boundary as an alleviation measure.

The new Strategic Plan developed for 2013-2018 appears to be a useful and necessary planning document for this period. While the REDD+ Action Plan may be a helpful overview of the REDD+ potential in the Greater Virunga Landscape (GVL), the plan reflects a rather one-dimensional biological perspective on farming systems leading to a simplistic analysis in some parts of the document. It is also not always clear when protected areas in general are discussed and when the points raised refer to the GVL. In addition, there are some formatting errors in the document. By contrast, the two reports on illegal trade and human-wildlife conflicts both contain a large amount of useful information and analysis. Both reports should be read carefully by the GVTC team. Some of the maps in the former report are, however, too small and difficult to extract information from. The latter report is in particular impressive by its deep understanding of the social issues related to human-wildlife conflicts.

In conclusion, it is our view that the Norwegian funding has so far played an important role in further building the GVTC as an institution that has an important role to play in terms of coordination of transboundary conservation in the GVL.

3. ASSESSMENT OF PROPOSED PROJECT

3.1 ASSESSMENT OF PLANNING PROCESS

3.1.1 Institutional set-up and capacity of IGCP as agreement partner and GVTC as implementing partner

The IGCP was the agreement partner for phase I of Norwegian funding, which according to our brief evaluation reported in the first section of this report was successful. The organization is well staffed with qualified personnel, most of whom have worked with the organization for

a long time. Moreover, there seems to be a clear distribution of responsibilities and clear monitoring and reporting channels within the organisation. We find the IGCP suitable as an agreement partner in the absence of a legal status of the GVTC. From our discussions with the IGCP team in Kigali, IGCP is willing to continue in its role as an agreement partner, but proposes that the GVTC takes up more of the finance and administration roles previously played by the IGCP, with a view of relinquishing most of the responsibilities once GVTC becomes a legal entity.

To this effect, the GVTC has assembled a credible team of highly qualified and experienced finance and administrative personnel. This is in addition to other competent employees of GVTC including an Executive Secretary who, as already mentioned, is a very experienced senior government official from DRC with a long track record of working on environmental issues in the region, and a Rwandese biologist who previously worked for the university in Kigali. We therefore find that the GVTC currently has achieved capacity to implement this proposed project.

3.1.2. The quality of the underlying analysis and planning process of the programme, including participation of relevant stakeholders in the process

The GVTC secretariat concludes in this proposal that its primary role and its niche is to ‘reinforce its coordination role and leave implementation of field activities to partners’ (page 14). We very much agree with this, since the secretariat is the only regional body coordinating integrated conservation and development activities in the GVL.

Furthermore, guided by the strategic plan the proposal focuses on five main themes. These are creating an *Enabling Environment* (through advocacy and policy-related work), *Landscape Management* (arresting illegal trade in wildlife and timber and addressing climate change), *Collaboration* (work to enhance coordination among stakeholders), *Natural Resource-Based Economic Development* (activities to support the livelihoods of communities adjacent to the protected areas), and finally *Institutional Support* to the secretariat.

We will comment on each of these themes in the following:

Enabling environment: Advocacy and policy-oriented work should definitely be among the key activities of the GVTC. There is under this theme a focus on obtaining more political support for transboundary conservation. While this is important, we think the GVTC should be more ambitious. Surprisingly, there is no mention of how the GVTC could work to address issues of increased revenue sharing and community participation in conservation in the three countries. We think the GVTC possesses a considerable potential in this respect. Together with the IGCP it could play an important role in influencing the three governments to increase their revenue sharing from tourism. Today, the shares of revenues going back to local communities are very low, especially in Uganda, but also in Rwanda. This share seems to be somewhat higher in DRC, but in relations to the GVL, this has more academic interest at the moment, since conflicts in the area represent an obstacle to tourism development.

The modest revenues received by local communities from conservation may also represent an obstacle to conservation itself. In addition, there is also modest involvement of communities in conservation work in the GVL. With more revenues received at the community level and more involvement of these communities in decision-making, the threats to the sustainability of the GVL in terms of illegal use of natural resources will predictably diminish.

Hence, for conservation to succeed in the GVL in the long term, more community involvement would be necessary. We would therefore suggest that this aspect is reflected in the revised proposal.

Landscape Management: Under this heading, the proposal suggests to implement the recommendations from the studies on illegal trade, human-wildlife conflicts and REDD+ commissioned under the first phase of Norwegian support.

On fighting illegal trade and poaching, we think that the GVTC should work towards including communities more systematically in patrols in all countries when that is practically feasible. At the moment, this is not done in Uganda for instance. This would also demand training of rangers to become more sensitised to community needs and rationality. Hence, it is not only communities that need training and sensitisation, but also park rangers.

On human-wildlife conflicts, the proposal says that the recommendations from the report will be implemented. That is fine. There are many good recommendations there. But still, we think the proposal could be more specific on this point. Which recommendations exactly will be given priority?

On REDD+, we find that introducing zero emission agriculture and zero grazing would be insignificant measures to fight climate change. Here there should be a focus on sustainable forest management including, again, genuine and tangible community benefits.

There are also former hunter-gatherers, the Batwa, adjacent to the PAs in the three partner countries. These communities constitute such a special group that one would expect the programme to have specific considerations in the programme design. We appreciate that GVTC's partners such the Gorilla Organization and the respective country PAAs have programmes tailored towards these groups, but in our view a clear focus from the GVTC itself will provide clearer guidance.

For the three other themes *Collaboration Natural Resource-Based Economic Development* and *Institutional Support*, we think the activities proposed are sound and reasonable.

Hence, we find the programme document to contain a sound analysis, but an improvement of some sections as per our comments above would be necessary.

3.1.3. The relevance of the programme with regard to the problems that the programme should solve and the interest of the involved stakeholders

The programme is relevant to the area given the threats facing the biodiversity in the GVL, and the transboundary nature of the landscape and thus the need for a coordination of the activities of the respective PAAs. The proposal could, however, to a larger extent address the needs of more revenue sharing and involvement of park adjacent communities, as per our comments in the previous section.

As mentioned earlier, the collaboration that has developed into the GVTC started in 1995 as informal information sharing across the borders between park rangers about law enforcement issues; emanating from the mutual interests of the involved stakeholders. The collaboration has over the years grown and is fully supported by the Protected Area Authorities (ICCN, RDB and UWA) who have previously supported and made contributions to the GVTC including staff-time, expertise to various technical meetings and forums convened by the GVTC, and financial contributions to some of TCS meetings; which suggests that the activities of the GVTC are of interest to these PAAs. We see the application as an extension of the activities the GVTC has been involved in over the years and thus of interest to the PAAs who are major stakeholders. The respective PAAs have also seconded their senior officers to the GVTC-ES further demonstrating a convergence of interests.

3.1.4. How the Partner could take into proper consideration and cooperate with other planned or on-going programmes that may influence the implementation or effects of the planned programme with special focus on exploiting synergies

The programme document is not explicit on how the GVTC will cooperate with other planned and/or on-going programmes that can influence the implementation or effects of the planned programme. Particularly, it is not clear how the proposed REDD+ activities will link with other ongoing national strategies in partner countries. How does this link with activities already identified by partners in the region? How will the project leverage from already ongoing REDD+ actions in other related organizations or governments? These present potential synergies that can be exploited by the GVTC programme and should be further addressed in the revised proposal.

3.2. ASSESSMENT OF PROGRAMME DESIGN

3.2.1. Quality of design elements

Project objectives are clear in terms of goal.

However, the document mentions the project focus area contributing to result areas in the Strategic Management Plan. These result areas need to be mentioned so as to guide in measurements of project outcomes later, and to have the programme document as a stand-alone document.

Further, on page 29, the project goal needs to be clear on the level of economic development that is the focus. Is it local or national?

Among the indicators of goal achievement on page 29, we suggest the GVTC provides additional indicators on economic development.

3.2.2. Quality of indicators and means of verification identified

Economic development, particularly of the local people is a key outcome of the project, but this is not given enough emphasis (see page 31) and consequently no clear indicators are provided for Economic Development.

3.2.3. Monitoring system for the programme

From our discussions with IGCP and GVTS-ES, an efficient, reliable and user friendly system of reporting existed under phase I of the project where the GVTC reported to IGCP. Some revisions have been made as GVTC moves towards being an autonomous entity, but these arrangements are not clearly elaborated within the proposal. Our impression from meetings with IGCP and GVTC, however, is that a sound monitoring system will be established for this programme.

3.2.4. Identification and analysis of relevant risk factors and integration of mitigating actions in the programme design

There are obviously a number of risk factors in such a politically unstable region. Despite some recent promising developments, there is still rampant insecurity in eastern DRC. This is, however, a calculated risk that the programme has to cope with. The park staff in DRC also seem highly skilled in navigating within the politicised and militarised Virunga landscape.

Corruption is another potential risk. The IGCP and the GVTC seem, however, to have established sound procedures to minimise this risk. There will also be an annual audit to ensure that these procedures are strictly followed.

Finally, the three governments failing to sign the Treaty is also a potential risk, which may affect the functioning of the GVTC in the long run. In order to avoid this situation, the GVTC would need to continue lobbying the political level in the three countries.

3.3. ASSESSMENT OF SUSTAINABILITY AND RISKS

3.3.1. The proposal in context of prevailing policy and framework conditions (including corruption)

The national development plans of Rwanda, Uganda and the DRC identify tourism, particularly gorilla-based tourism in GVL as a key economic growth sector for local and national economies. In this respect, a number of policies have been made and the proposed project is in line with these. In particular, the project through the result area of promoting natural resource based economic development will benefit from and support the policy on

tourism revenue sharing (TRS), which exists in each of the three partner countries, albeit with some differences in the extent to which local people are benefited. As mentioned earlier, the GVTC together with the IGCP have a great potential in lobbying governments to influence these policies towards more revenue sharing and community involvement.

Corruption is always a cause of concern for projects such as this. However, as mentioned in the programme document, both Rwanda and Uganda are actively fighting corruption, although it seems that the former is succeeding more than the latter. One can only hope that the government in DRC does the same after regaining political stability. At the programme level, the IGCP have what appears to be clear procurement procedures, and administrative procedures and protocols for selection of areas of implementation. If these are complemented by an annual audit, corruption is less likely to affect the project.

3.3.2. Consideration and mainstreaming of gender aspects in design

From other documents of the GVTC, we could see that the project has made special consideration on gender issues during implementation of some activities. Moreover, the project reports reviewed identify that women are still under-represented in many associations that the GVTC works with. This is so even when, as stated in the programme document, ‘all institutions and partners involved have gender and equal rights policies that ensure recruitment and training is balanced and no discrimination is entertained’ (page 37). The GVTC proposes encouraging the involvement of women and youth in the implementation of project activities, but we suggest that concerted efforts are put in the development as well as implementation of a gender action plan in this phase.

3.3.3. Proposed institutional and organizational aspects in the programme document

As was the case in phase I, the IGCP will be the signing and major partner for GVTC. However, in this phase, the capacity of GVTC has been strengthened through a number of recruitments, particularly in the finance and administration units including a senior accountant recently seconded to the secretariat by UWA. GVTC is to do own finance and administration with the IGCP only serving a backstopping finance and administration role. The individuals that were recruited are highly qualified and the GVTC has a competent team in this respect. GVTC has already designed a system for flow of funds and reporting, building on one used previously under the IGCP. This competence is however not highlighted in the programme document and only became apparent to us through field visits and interviews. The programme document could be revised to specify this and justify downscaling of IGCP involvement in the day to day running of the GVTC.

Also, more clarity is needed on implementation. In several areas within the document, it is suggested that the main implementing partners are the PAAs. However, on page 10 it is stated that ‘implementation of the project activities will be done by NGOs and CBOs in the working area under the supervision and guidance of the GVTC-ES’. Clarity is needed to specify who will do what. Further, on page 24, having a small number of staff is stated as the reason for GVTC working through the park staff. In our view a better reason, and something the GVTC should strive for is ensuring that the interventions are made by PAAs who should own them

and be seen so by the local people. This will help reduce tensions between park management and local people.

3.3.4. Comments on budget in relation to realism and efficiency

The donor might want to question the fact that partner contributions do not change (increase) throughout the four years.

Enabling Environment (advocacy of increased revenue sharing and participation) and Natural Resource Based Economic Development should be important components of the project (as emphasised in our comments), but get relatively small budget allocations when compared with other themes.

3.3.5. Any significant risks that may prevent achievement of results

A major risk factor is sporadic insecurity particularly in eastern DRC. Negotiations were on going to secure peace in this area by the time we visited the project area. However, while the outcome of these negotiations may be unpredictable and recent trends seem to suggest a more militaristic approach may eventually prevail, from our discussions with ICCN/PNVi staff operating in the area, the insecurity is unlikely to affect the physical implementation of GVTC's work as both the rebels and government permit ICCN/PNVi staff to carry on conservation activities. Nevertheless, it is reasonable to expect some changes in the work plan during periods when tensions between rebels and the army will be high in the operation area.

On the other hand, while the GVTC has provided for development of mechanisms for financial sustainability in the submitted proposal, the financial sustainability of GVTC is also tied to the signing of a Treaty that will make the institution a legal entity and thus able to obtain financial contributions from the respective governments.

4. CONCLUSIONS

By way of conclusion, this is generally a sound proposal that deserves support. We recommend, however, that the proposal be revised as per our suggestions above in this appraisal.

Due to the fact that the GVTC is not as yet a legal institution, the support from Norway would still need to go through the IGCP. As far as we understand, there are two ways this legalisation can take place; either through the signing by the three governments of the Treaty, or through a formal recognition in Rwanda of the GVTC secretariat. We also understand that the GVTC is pursuing both possibilities at the moment.

It is now up to Norad and the Norwegian Embassy in Kampala to decide whether the donor would like to set a time limit for the support to the GVTC through the IGCP without the former being legalised. We would suggest this time limit to be set at two years, meaning that

if the GVCT is not legalised as an institution within two years, the support from Norway would cease.

Finally, we advise that the embassy in Kampala shares all reports with the Embassy Office in Kinshasa because the latter works closely with ICCN on REDD+ issues.

TERMS OF REFERENCE

FOR Appraisal of the Programme Document ‘*Promoting trans boundary collaboration in the Central Albertine Rift in order to reduce unsustainable exploitation of natural resources and contribute to economic development*’ submitted by GREATER VIRUNGA TRANSBOUNDARY COLLABORATION

1. Background

The Greater Virunga region covers north-western Rwanda, parts of Eastern DRC and parts of southern/south western Uganda. This area is one ecosystem and includes both national parks and other protected areas but also heavily populated areas. The Virungas are one of the richest ecosystems in the world in terms of species diversity and endemism. Sustainable management of this ecosystem requires an ecosystem approach as human population pressure, as well as insecurity including armed conflict, are two of the largest threats to the biodiversity in the region. The national parks authorities in the three countries have established a collaborative body; Greater Virunga Trans boundary Collaboration (GVTC) to address these Trans boundary challenges. GVTC has its Secretariat in Kigali, Rwanda.

In 2012, the Embassy in Kampala provided a one year financial support of NOK 4 Million to the Greater Virunga Trans boundary Collaboration (GVTC) through the International Gorilla Conservation Project (IGCP), for the project “*Supporting trans boundary collaboration to reduce habitat degradation and promote economic development*” SAF-12/0001 (Phase1). The Project goal was stated as ‘enhanced ecosystem benefits in the Greater Virunga Landscape through increased trans boundary tourism opportunities and reduced forest degradation’, and the expected outputs were; (i) The Central Albertine Rift Trans boundary Strategy Plan reviewed; (ii) Trans boundary REDD+ action plan developed; (iii) a situation analysis of the level of illegal timber, charcoal and wildlife trade in the region; (iv) Trans boundary Cooperation and Regional processes supported; (v) development of funding mechanisms and operating procedures for the GVTC; (vi) support to human wildlife conflict mitigation interventions.

SAF-12/0001 is coming to an end (it was granted a no cost extension to end July 2013, and the final report will be submitted within October 2013).

Following dialogue and discussions between the Embassy and GVTC together with IGCP, GVTC has submitted a financial support request for a four year Programme “*Promoting trans boundary collaboration in the Central Albertine Rift in order to reduce unsustainable exploitation of natural resources and contribute to economic development*” (Phase ii).

2. Purpose

2.1 The main purpose of the appraisal is to assess the relevance, feasibility and potential risks and sustainability of the proposed Project (Phase II).

The Consultant shall specifically assess if the information in the Project Proposal is sufficient and reliable, and will further identify any additional information needed, and give advice on potential improvements that will contribute to a good programme design.

2.2 Evaluation of the first phase;

The Embassy wishes to combine the appraisal of this Programme Document with a *non-extensive* evaluation of the initial one year support (Phase I); SAF-12/0001 “*Supporting trans boundary collaboration to reduce habitat degradation and promote economic development*”. The evaluation will mostly focus on two outputs; development of funding mechanisms and operating procedures for the GVTC, and the strengthening of Trans boundary cooperation and Regional processes. The consultant shall comment on results compared to plans for Phase I including lessons learned from phase I where this is relevant for the assessment of the Phase II project proposal

3. Priority issues

3.1 Assessment of the Partner’s planning process

Institutional set-up and capacity of IGCP as Agreement partner and GVTC as implementing partner

The quality of the underlying analysis and planning process of the Project, including participation of relevant stakeholders in the process. The main stakeholders will be the 3 national park authorities, but other stakeholders might also be relevant

Have lessons learned from Phase I been used actively in developing the present proposal?

The relevance of the Project with regards to the problems that the Project should solve and the interest of the involved stakeholders.

Are the administrative routines for the cooperation between GVTC and IGCP clearly outlined and known to staff in both organisations?

How GVTC/IGCP cooperate with other planned or on-going Projects/ programmes that may influence the implementation or effects of the planned programme with special focus on exploiting synergies.

How does the Partner plan to work in collaboration with other partners? Is this collaboration realistic and effective?

3.2 Assessment of the programme design with focus on;

The quality of the design elements (goal, outputs, indicators, prerequisites/risk factors, inputs) with emphasis on consistency and realism

The quality of indicators and means of verification identified. Are the set of indicators selected sufficient to give valid and reliable information on outcome and impact?

The quality, simplicity, reliability and user friendliness of the recipient's monitoring system for the programme - are relevant and reliable baseline data available?

Are relevant risk factors identified, analysed and are mitigating actions integrated in the programme design?

3.3 Assessment of sustainability and risks

The consultant shall analyse the proposal in the context of the prevailing policy and framework conditions (including corruption)

The consultant shall analyse and comment on the consideration and mainstreaming of gender aspects in the design

The consultant shall analyse and comment on the proposed institutional and organisational aspects in the programme document, including responsibilities and the proposed flow of funds and reporting.

The consultant shall comment on the budget in relation to realism and efficiency

Any other significant risks that may prevent achievements of results

4. Implementation of the appraisal

Source of information and methodology to be applied

Information needed by the consultant should be gained through analysis of relevant documents, meetings with relevant partners including the GVTC Secretariat, the IGCP and national partners where possible and phone or email interviews with other relevant stakeholders. The consultant will travel to Kigali (Rwanda) and if relevant to the field. Relevant documents include but not limited to the Programme Document with budgets, Phase 1 Project Document and Agreement (SAF-12/0001), Progress Reports from phase 1, and the Agreed minutes from the Annual Meeting of 2012.

The Consultant shall determine and request for any other necessary documentation for reference during the appraisal of the Programme Document. Requests for documentation shall be directed to the Embassy.

The consultant

The consultant should be knowledgeable in the management of protected areas, trans boundary issues, climate change issues, community based natural resources

management, forestry (REDD+) and gender. Background knowledge of the area is an added strength. English is the main language used by the GVTC; knowledge of French is useful, but not necessary.

Timeframe

Preparation, document review and email/phone interviews: 4 days
Field visit (including wrap up with embassy in Kampala) : 5 days + 2 travel days
Completion of draft report: 3 days
Completion of Final Report: 1 day

5. Reporting

The main findings and recommendations should be presented to the Norwegian Embassy in Kampala

A draft report is due xxx. The draft report should be sent GVTC and Norad with a copy to the Embassy in Kampala for comments. Comments should be received within 5 working days. The Final Report should be submitted by xxx

The Report, in English language, should not exceed 15 pages + annexes. A summary of the main findings, recommendations and conclusions should be included. The report should be delivered electronically.

Main contacts for this assignment - Norad: Ms Helle Biseth/ Ms Lauren Gisnås - Norwegian Embassy in Kampala: Mr Samuel Kajoba - GVTC: Dr Muamba Tshibusu Georges - IGCP: Ms Anna Behm Masozera

Kampala..... 2013
Morten Svelle
Minister Counselor
Norwegian Embassy, Kampala.

Day/date	Activity	People met
Thursday 17/10/2013	Travel to Rwanda	
Friday 18/10/2013		
09:00	First meeting with the GVTC team and introduction to the GVTC and rationale of the proposal	Dr. Georges Muamba - Executive Secretary, GVTC Mrs Thérèse Musabe - Deputy executive Secretary, GVTC Ms. Anna Behm Masozera - International Gorilla Conservation Programme (IGCP) Mrs Grace Kyomuhendo - Senior Accountant, GVTC Mr Sam Kajoba, Norwegian embassy, Kampala Mr. Juvenal Mukeshimana - Assistant Executive Secretary
12:00	Meeting at Rwanda Development Board (RDB)	Mr. Francois Bizimungu - Technical designate of the Transboundary core secretariat
14:30	Travel to Musanze	
Saturday 19/10/2013		
09:00	Field visit to GVTC initiatives and other conservation activities Kinigi Commercial Complex Center Women Initiatives and tourism activities Human wildlife conflict intervention (buffalo wall) Bamboo project and water tanks	PNV representatives

Sunday

20/10/2013

- 08:00 Travel to Rubavu
- 12:00 Presentation of GVTC initiatives by PNVi, PNV, BMCA Warden team from DRC, Rwanda and Uganda
- 18:00 Meeting with the Gorilla Organisation

Monday

21/10/2013

- 08:30 Meeting the Economic Community of the Great Lakes Countries
- 10:30 Travel back to Kigali

Tuesday

22/10/2013

- 09:00 Discussion with IGCP staff at IGCP office
- 14:00 Individual interviews with each GVTC staff Dr. Georges Muamba - Executive Secretary, GVTC
Mrs Thérèse Musabe - Deputy Executive Secretary, GVTC
Mrs Grace Kyomuhendo - Senior Accountant, GVTC
Mr. Juvenal Mukeshimana - Assistant Executive Secretary
Pierre - Finance and administration
John Baptist - Accountant
- 17:00 Interview with GVTC Technical advisor Mr. Eugene Rutagarama

Wednesday

23/10/2013

- 08:00 Discussion with GVTC and consulting more documents
- 14:00 Departure for Kampala

Thursday

24/10/2013

- Debriefing at the Norwegian Embassy in Kampala Mr. Sam Kajoba

