

Acronyms

CAR	Central Albertine Rift
CITES	International endangered species trade convention
DRC	Democratic republic of Congo
GVL	Greater Virunga Landscape
GVTC	Greater Virunga Transboundary Collaboration
GVTC-ES	Greater Virunga Transboundary Executive Secretariat
ICCN	Institut Congolais pour la Conservation de la Nature
LTO	Long Term Outcome
MoU	Memorandum of Understanding
NGO	Non-governmental organizations
PAA	Protected Area Authority
RDB	Rwanda Development Board
TCS	Transboundary Core Secretariat
UNDP	United Nations Development Programme
USFS	United States Forest Services
UWA	Uganda Wildlife Authority

Acknowledgements

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Executive Summary

This Success Plan is the result of the efforts and commitment by the GVTC Executive Secretariat (GVTC-ES) and its partners to build on achievements and consolidate the lessons learned for improving conservation in the Greater Virunga Landscape. It puts forward a clearer role for the GVTC ES and its partners and proposes actions that will result in the long term conservation of the GVL's natural resources.

The Greater Virunga Transboundary Collaboration (GVTC) was formed to strengthen coordination and collaboration between the three countries in the Greater Virunga Landscape, one of the most species rich landscapes in the world with three of its protected areas listed as World Heritage sites. This globally important landscape faces significant challenges that have the potential to result in biodiversity loss and the extinction of the iconic mountain gorilla. In 2013 to take the lead addressing these challenges and supporting transboundary conservation management of the GVL, the GVTC Executive Secretariat (GVTC-ES) was established.

In January 2015 the GVTC-ES invited the protected areas authorities, conservation and development partners, and other stakeholders to participate in developing a Theory of Change (ToC) for the GVTC-ES program. This was an opportunity to work together to tell GVTC's story of how it would make a positive change in the conservation of biodiversity and natural resources of the GVL. The ToC was purposely aligned to the Transboundary Strategic Plan (TSP) that had been developed through a similar participatory process and reflects the 30 year vision of the GVL *"The Greater Virunga landscape Transfrontier PA Network together with the surrounding Landscape conserved sustainably."*

In support of this vision, reflecting its TSP, and addressing the issues raised in the problem statement, the GVTC-ES's Theory of Change focuses on improving conservation in the GVL. Its Long Term Outcome (LTO) is *Strategic Transboundary (TB) Collaborative management that improves conservation of the GVL natural resources.* Improved conservation of the GVL is acknowledged as being central to the purpose of the GVTC program and activities and its *measure of success*. An important shared understanding that emerged in the preparation of the ToC was that GVTC should focus on transboundary conservation in the GVL, with its partners being responsible for local and national activities, especially those that are not directly related to conservation. To measure its success in improving conservation in the GVL, GVTC in close collaboration with its partners will prepare an *Annual Conservation in the GVL* report that will describe the status of conservation in the GVL.

Five outcomes (preconditions) were identified for the Long Term Outcome, each of which is needed for success and mutually reinforces and works together with the other preconditions to achieve the strategic transboundary collaborative management necessary for improving conservation:

1. *High level long term political commitment.*
2. *Effective Management of the Greater Virunga Landscape.*
3. *Information and information management for GVL Conservation*
4. *Conservation Compatible Socio-Economic Development of Communities dependent on PA resources.*
5. *Financial Sustainability (of the GVTC)*

In the ToC there are indicators for specific interventions and outcomes ~~±~~measures of success that are directly linked to the Long Term Objective of improved *conservation of the GVL natural resources*. While intervention indicators will be used for performance monitoring, the fundamental measure of success for the GVTC will not be the number of reports prepared or meetings convened, but in the changes that have resulted in improving the conservation of the GVL.

1 Introduction

a. Background

The Greater Virunga Transboundary Collaboration is a mechanism for strategic, transboundary collaborative management of the Greater Virunga landscape set up by the national institutions in charge of wildlife conservation in Democratic republic of Congo (DRC), Rwanda and Uganda with the following objectives:

- Collaboration for improved Transboundary conservation of natural resources
- Ensuring improved and coordinated landscape level planning and management of natural resources
- Sharing of skills and expertise
- Benefit and cost sharing across borders

The decision making body is the Transboundary Core Secretariat (TCS), that constitutes the Board and is comprised of the Rwanda Development Board (RDB), Institut Congolais pour la Conservation de la Nature (ICCN) and Uganda Wildlife Authority (UWA). The TCS decisions are implemented by the Greater Virunga Transboundary Executive Secretariat (GVTC-ES) that has its headquarters in Kigali with the following mandate:

- Coordinate and Convene stakeholder partnerships and meetings respectively
- Information and information management clearing house
- Broker/Mediation
- Monitoring and evaluation
- Warning Bell / early warning system
- Implementation of some interventions (Diminishing portion of GVTC actions focus on pilot projects with more attention to other roles and functions)

To achieve the transboundary objectives for which Greater Virunga Transboundary Collaboration (GVTC) was established, the TCS developed a 10 year participatory Transboundary Strategic Plan (TSP) operating from 2008 . 2017. This TSP was reviewed in 2012 and revised in 2013 to the current 2013 -2018 Strategic plan. The current TSP has the following main objectives:

- Integrity of protected areas preserved;
- A regional research and monitoring plan in place
- GVL global environmental benefits enhanced

- Animal health for sustainable management of GVL enhanced
- Institutional and Individual capacity improved
- Appropriate political, Institutional and legal framework established
- Relevant information within the landscape shared and disseminated locally, regionally and internationally
- GVTC visibility enhanced
- Contribution of ecosystem services towards socio-economic development increased
- The value of GVL enhanced
- Dependence of the population on PA natural resources reduced
- Financial capacity to implement the TSP enhanced

The TSP as a framework spells out the entire transboundary collaboration strategies, which however, requires a more outlined plan to operationalize it. By the time the 2013 - 2018 TSP came into force, GVTC was implementing two donor funded projects from the Netherlands Embassy in Kigali and the Norway Embassy in Kampala. To better align the two projects with the TSP and reconsider current and future priorities and activities, GVTC undertook a process referred to as the *Theory of Change* (ToC). As a result of the ToC process a road map was developed as a way forward for developing the operational plan and ensuring that programs and projects are aligned with the TSP. This road map has been further developed into a *Success Plan* that includes a context analysis, institutional assessment and theory of change.

b. The Vision and Goal

Vision: The Greater Virunga landscape Transboundary PA Network together with the surrounding Landscape conserved sustainably

Goal: Sustainable Long term Conservation of the Greater Virunga landscape Biodiversity

2 Context Analysis (Conservation Situation)

The Greater Virunga Landscape (GVL) is part of the Central Albertine Rift (CAR) that covers the Eastern part of DRC, the Northern part of Rwanda and the Western part of Uganda. This area has been categorised by IUCN as a high biodiversity hotspot and ranked among the highest priority for conservation in Africa.¹

¹ The Albertine Rift is one of the most important locations for the conservation of Africa's biodiversity, home to the continent's richest total vertebrate species with more than 50% of Africa's birds, 39% of mammals, 19% of amphibians and 14% of reptiles (Plumptre et al. 2007). It contains more endemic and threatened vertebrate species than any other region on mainland Africa, including the mountain gorilla (*Gorilla beringei*), the golden monkey (*Cercopithecus kandti*), 42 species of birds, and many reptiles, amphibians, fish, and invertebrates.

The main challenges of conservation in the GVL are summed up in the following **problem statement**: *Biodiversity conservation and PA management in the Greater Virunga landscape is hindered by [political] instability, inadequate coordination and collaboration between the countries (including the lack of harmonized policies, practices, and priorities), inadequate information and information management, lack of law enforcement compliance, [human] population growth, high dependency by women and men in the surrounding communities on PA resources and regional and international demand for wildlife and timber, and the increase in extractive industries*

Analysis of the Problem

1. Inadequate coordination and collaboration between the countries (including the lack of harmonized policies, practices, and priorities)

Formal biodiversity conservation in the Albertine Rift began in the early 1900s, although prior to then certain tribal groups practiced traditional forms of conservation (Seimon. and Plumptre 2012). The colonial leaders of the region introduced the national parks and reserves approach of biodiversity conservation in the region with the first and oldest park in Africa, Virunga National Park, being established in the Albertine Rift in the current Democratic Republic of Congo (DRC) in 1925. Other protected areas were formed in Uganda and Rwanda in the early 1930s.

Despite the Albertine Rift chain of protected areas being contiguous with one another, they were put under the management of the protected area authorities of each country in colonial times up to now. In Uganda, the National Forest Authority (NFA) has the legal mandate of Forest reserves, the Uganda Wildlife authority (UWA) has the legal mandate over the National parks and game reserves and National Environmental Authority (NEMA) has the overall legal coordination mandate (Smith 2010). Neither UWA nor NFA has the legal mandate to manage the Lakes and mineral deposits that fall within their areas of jurisdiction. The two authorities fall under two separate ministries, with UWA being under the Ministry of Tourism, Trade and Antiquities and NFA under the Ministry of Water and Environment. A similar structure appears in Rwanda. In DRC, ICCN is mandated to manage all the protected areas including national parks and lakes, but has no mandate to manage the mineral resources within its area of jurisdiction. However, the forest concession licenses are issued by the General Secretariat of the Ministry of Environment and Sustainable Development.

Turpie(2012) categories most policy instruments into 4 groups; the regulation (command and control), the market based incentives, property rights, and non-monetary/information incentives. A close study of the policy and legal instruments in GVL shows that the regulation policy instrument is the one most used. The regulatory policy instruments set up environmental standards and a fine per unit output if the standard is exceeded, for example, article 37(7) of Uganda Wildlife act 1996 (see box 1) sets the standard for regulating noncompliance as a stop notice+and as well provides

Box 1: Article 37 (7) of Uganda Wildlife Act

Uganda Wildlife Act: 1996
Cap: 200

37(7) Any person who fails to comply with a stop notice or any part of the stop notice commits an offence and is liable on conviction to imprisonment for a term not exceeding twelve months or to a fine of not less than one hundred and twenty thousand shillings nor more than twelve million shillings or to both and, in addition, is liable to forfeit any specimens and up to three times the value of the

for a fine or imprisonment if not complied with. This is the common practice in PA management policies in the three countries. Regulatory policies and laws suffer two major shortcomings, one is with inflation, as such, the amount of the fines may no longer serve as a deterrent (twelve million fine offered in 1996 as in box 1 was an equivalent of approximately \$6500 but now is \$4200) the second is enforcement failure due to corruption. Besides these two shortcomings, the regulatory standards in all the three countries are not set at the same level, leading to transboundary crime offenders to commit certain crimes selectively across borders depending on which side of the border the regulations are more favourable.

Although sufficient policy and legal framework may exist in Uganda, Rwanda and DRC, enforcement and compliance are weak due to lack of political commitment human resources capacity and inadequate equipment. Although nature based activities such as tourism make a significant contribution to national and local economies, the national agencies responsible for PA management have limited budgets (see Box 2). The low budgets increase the need to work

Musasizi's (2013) analysis of the Uganda budget indicated that the tourism sector in Uganda had contributed \$570 million in FY 2011/12, second only to worker remittances, but was allocated less than 1% of the national budget in FY 12/13

Box 2: Low national budget support

strategically with other PAs in the GVL. Other actors, such as the many non-governmental organizations (NGOs), both national and international, are also promoting conservation in the GVL by supporting the protected area authorities or by working with local authorities and community groups. NGO activities, however, are not well coordinated with other initiatives within the GVL leading in some instances to duplication of efforts. .

This difference in policies and regulations within the GVL and the lack of adequate coordination and funding underscores the need for strengthening transboundary collaboration. Effective transboundary resource collaboration can facilitate and improve the conservation of the GVL while providing benefits to all the parties (Griffin 1999). For example, not so long ago, there was a rumour that to encourage the gorillas to stay on the Rwanda side of the border, the Rwanda Protected Area Authority was feeding mountain gorillas on sugarcanes and fruits. In Uganda and DRC the rumoured feeding of the gorillas was perceived as having a negative effect on their own tourism activities. This issue was eventually resolved through a tripartite agreement on the sharing of revenues generated by the transboundary gorillas.

The transboundary gorilla revenue sharing example was made possible because of the Greater Virunga Transboundary Collaboration between the Protected Area Authorities (PAAs) of the countries. This transboundary collaboration started in the early 1990s when rangers at the field level needed to find a means to cope with the monitoring challenges created by the transboundary boundaries. This initial collaboration grew to include formal PAA cooperation and later ministerial level cooperation supported by Memorandum of Understanding (MoU). These formal arrangements led to the birth of GVTC-ES in 2008 .In December 2013, GVC ES gained legal status with the Government of Rwanda granting a headquarter agreement in Kigali. The cooperation between the three nations has been developed and sustained during an era of conflict and limited diplomatic relationship and continues to convene partners including the three countries to the same table for discussion. What is now needed is a formal treaty between the three countries to enable improved coordination and long-term success in conserving the Greater Virunga Landscape for current and future generations.

2. High dependency by the surrounding communities (and the national economy) on PA resources and regional and international demand for wildlife and timber

2.1.High dependency by the surrounding communities (and the national economy) on PA resources

The Albertine Rift is home to some 40-50 million people, the majority of whom are subsistence farmers and hunters. It has one of the highest population densities of up to 800-1,000 people/km² as well as the highest levels of poverty on the continent (Bush et al. 2004, Smith. 2010). While populous and poor, the GVL area also includes protected areas, especially for the critically endangered Mountain Gorillas. An observation in the GVL supported by Egoh (2012) quoting Chen and Ravllion (2004) is that the poorest people in Africa live in this region and are dependent on the ecosystem services for their survival. Contributing to this situation are the following conservation related factors:

i. Protected areas occupy the largest percentage of the land surface area in the Greater Virunga Landscape

The transfrontier protected areas in the Albertine area cover 15,155 km² (CIFOR, 2013.) The PAs occupy the majority of the land surface area of the Albertine Rift. This is illustrated with two examples

- Nyiragogo Territory in North Kivu Province of DRC: The Territory has a total land surface of 333 km², the protected areas cover 170 km², a total of 51 % (UNDP, 2008), Lava occupies another 15% leaving the population with only 38% of the total land area.
- Kasese District in Uganda: The district has a total land area of 2,724 square kilometres (1,052 sq. mi), of which 1537 square kilometres (56%) is reserved for protected areas, leaving 1,187 square kilometres (44%) for human habitation and economic utilization (http://en.wikipedia.org/wiki/Kasese_District).

In the cases of both Nyiragogo and Kasese, the remaining surface area is also occupied by large plantations of coffee, tea and cotton resulting in further land scarcity for communities for agricultural production. In the colonial era, the large plantations established in the GVL attracted migrant labour, which later settled in the area. These communities have increased both in size and number. The population has grown far beyond labour demand and there is no land available for agricultural. As a result, communities have turned to the protected areas for their livelihoods.

ii. Protected areas are the main water source for the communities surrounding the Pas

The Virunga region, taken as a whole, has plentiful water supplies as the montane forests in the protected areas facilitate the collection, infiltration and storage of large amounts of water. However, studies on the regions watershed (USFS 2005) and experience from GVL indicate that the region faces serious water scarcity, which impacts negatively on community livelihoods, sanitation and agriculture. For the majority of communities the PAs may be the closest source of water. While the PA authorities allow communities to collect water from within the park, it has been observed that water

points are associated with a heavy human foot print with concerns raised that community access contributes to the erosion of biodiversity and fosters illegal wildlife poaching and plant harvesting. However, to deny access to water in the PAs will lead to further hardships, especially for women and children who will have to travel longer distances to water sources that are outside the parks (see below).

iii. Restricted access to potential livelihood resources

The protected areas, especially national parks in the Albertine Rift, are areas of limited access. In order to protect and enhance biodiversity in the face of mounting population and development pressures, except for water communities are not allowed to access the park resources. The socio-economic implications are acute, as rural communities around protected areas have limited development opportunities and tend to be heavily dependent on natural resources to sustain their livelihoods. Some alternative means of livelihood have been provided by PAAs and their partners; however, the scale is too small to compensate for the loss of PA resources. To the marginalised communities, this further aggravates the situation.

For communities living in areas adjacent to the parks, the close proximity to wildlife can lead to considerable economic burden and personal risk. These costs include crop loss and damage, lost time in production and school absenteeism while protecting crops against wildlife raids, physical harm that lead to high health bills or lost productive time, all of which have significant livelihood implications to the communities and in turn increases the communities dependence on PA natural resources. Rwanda Government recently passed a compensation policy while none appears in Uganda and DRC. It follows that there are policy and regulation differences on compensation for communities for wildlife damages in GVL, which creates confusion (especially in communities that are transboundary) and undermines support for conservation.

iv. Gender

The dependence of communities on the natural resources in the GVL affects men and women differently. Women in the Albertine Rift communities are socially and culturally more responsible for collecting water, firewood and medicine from PAs. The GVL is characterised by scarcity of water and the few water sources are found deep in the PAs. Women walk long distances to access water in particular and other resources in general, which increases their workloads and heightens their risk of attacks by wild animals and rape by insurgent armed groups. Women are also responsible for production of food crops in GVL. It has been observed that it is women and children that are responsible for guarding crops against vermin and crop raiding by other animals from the PAs, further increasing their vulnerability to animal attacks, increasing their workload and maintaining the vicious cycle of high over dependency on PA natural resources. Gender awareness and gender mainstreaming in conservation measures in GVL is paramount if high dependency on PA resources is to be effectively addressed.

v. Different national policies and practices on tourism revenue

While PAAs in the three countries have a policy of contributing to community livelihoods through revenue sharing, the revenue sharing mechanisms operate differently. In Uganda it is 20% of the total gates fees supplemented by 5% of all gorilla permit fees, in Rwanda it is 5% of all the tourism revenue while in DRC the forestry law requires 30% as retrocession to communities on the gross revenue. In DRC, no tourism activities have been taking place in the last few years because of insecurity in the PAs.² .

The communities around the park constitute the lowest quartile of very poor people in the countries. The assessment of the tourism revenue sharing scheme in Rwanda and Uganda indicated that the revenues distributed to community living around the parks are not enough to satisfy all their livelihood needs. This low level of income accruing from tourism to the poorest quartile of the communities has created a negative attitude from the communities in the landscape which has led to little support for conservation. Some effort by GVTC in the harmonisation of policies and guidelines in the region have been realised in habituation of mountain gorillas for tourism and revenue sharing. Nevertheless, there are glaring gaps in inclusion and in the participation of the private sector.

2.2.Regional and international demand for wildlife and timber

Transboundary natural resource management is further threatened by wildlife crimes with an acknowledged illegal trade in timber, charcoal and wildlife products in the Greater Virunga Landscape (GVL). The policy and legislative framework in DRC, Rwanda and Uganda in addressing illegal trade in forestry products and other wildlife trade are to a great extent sufficiently provided for in the various laws. The main challenge lies in the *enforcement* of these policies and laws. Among the factors limiting implementation at the respective national level are political meddling, limited institutional capacity, lack of practical knowledge of environmental laws within law enforcement agencies, and poor detection of offences (Kamugisha 2007; IES 2008; Stiles 2011; Kiteka and Kimanuka 2012).

Furthermore, procurement policies and procedures do not specifically exclude supply and use of illegal timber and other wildlife products. These policies don't emphasize legality issues of these products including supplies from another country.

The government institutions at the national level are not well coordinated in fighting wildlife crime and in some cases the laws of the different departments may contradict one another. Another cause exacerbating forest destruction, habitat and species loss in the region is the demand and the supply of charcoal within the GVL; charcoal production was estimated to be over 800,000 tons in 2012 (Mapesa et al 2013). The high demand is due to charcoal being the major energy source that is readily available

² While tourism as a whole generates significant revenue, communities generally receive only a small portion. For example, studies have indicated that the overall tourism industry generates substantial revenues, with 53% of benefits accruing at the national level and 41% at the international level while only 6% goes to the community

and affordable by the majority of people in urban areas and by institutions (e.g., schools) in the GVL region.

The International endangered species trade convention (CITES), has put in place regulations that prohibit trade in elephant parts or products and established preventive mechanisms. Nonetheless, killing of elephants in GVL for their tusks continues because of the high prices offered on the international market. For example, New Vision (2015) indicated that the price for 1 kilogram of Ivory is \$ 97,000, an equivalent of Uganda Shillings 270 million. Prices such as this are a powerful incentive for international dealers to engage locals who are willing to undergo the risk for just a portion of the price, while keeping the international dealers out of arrest and prosecution circles. Such high prices also provide more than enough funds to bribe the PA staff to permit wildlife crime to continue under their watchful closed eyes. This international high profit chain encourages wildlife crime in GVL and requires coordinated efforts to fight it across the porous borders and beyond.

3. Inadequate information and information sharing for conservation of the GVL

The Albertine Rift and its network of protected areas and stakeholders are widely spread over a rugged terrain. The poor road network combined with the remoteness and insecurity poses limitations in overall communication among stakeholders and hinders awareness of what is taking place within the GVL.

These conditions and circumstances among the stakeholders suggest a strong need for an information collection and sharing system to support enhanced cooperation and collaboration among all GVTC stakeholders. Presently there is not a mechanism in place to share information and data easily, efficiently and effectively. Further, as noted parks are isolated by poor communication systems and road infrastructure that further limit the ability to communicate and obtain needed information. Increased face to face meetings are prohibitive because of time and cost factors. Park managers and organizations implementing activities in the GVL need access to science based information to better understand and manage the complexity of forces now acting upon their resources. A timely and cost efficient communication and information sharing mechanism is necessary to facilitate the work of the GVTC by supporting continuous and effective dialogue, communication and information sharing among all GVTC stakeholders.

4. Insecurity and armed conflict in GVL undermines conservation efforts

Over the last 20 years, the central part of the Albertine Rift, particularly the shared borders of eastern DRC and Western Uganda and Rwanda, has been marked by civil war, genocides, and mass refugee movements. Violent conflict is both a concern and a genuine threat for conservation in many parts of the Albertine Rift. On-going armed conflicts between militia groups pose direct threats to personnel and resources. Refugees, Internally Displaced People and demobilized troops often turn to the unsettled lands and resources of protected areas, intensifying wildlife crime and trafficking. Suspicion between governments for supporting counter militia groups

negatively affects collaboration and coordination efforts for conservation of biodiversity (Hamill and Brown 2006) leading to weakened transboundary collaboration Institutions.

Conservation activities carried out in an effort to combat wildlife crime may also contribute to regional conflicts. Since access to or control over natural resources is at the heart of many conflicts in the Albertine Rift, interventions that influence the availability of these resources risk creating or exacerbating conflicts. Collaboration and strengthened coordination will provide the foundation for improving peace and security in the GVL. A robust transboundary partnership will result in more eyes on the ground contributing to improved security in the GVL.

5. Emerging Issues critical for GVL conservation

5.1.Extractive industries: oil and gas in the GVL.

Oil, gas and geothermal exploration and production in GVL are a recent phenomenon, now occurring in PAs in DRC, Rwanda and Uganda. The exploration in Uganda (Murchison Falls National Park) has confirmed that there are commercial reserves and the country is ready for the exploitation phase; in Virunga National park, oil exploration has currently stopped due to UNESCO and conservation agency pressure on the government and exploration firm. Rwanda had commissioned geothermal exploration near the Volcano National park but it ended after it was determined that it was not viable. The national governments are looking to oil and gas revenues to transform their economies to middle income countries and in the case of Rwanda, energy to power its development. Despite the expected positive economic impact, an extractive industry in a protected area is a high risk activity that threatens biodiversity conservation. Of special concern is that oil and gas operations in protected areas are against national legislation and international conventions to which these countries are signatories.

Studies made in Uganda by UWA and civil society organizations show that the oil industry was likely to have both direct and indirect negative impact to conservation and the livelihood of the neighbouring communities.

The direct impacts observed are:

- Fragmentation of populations and/or their habitats
- Disruption and/or blockage of dispersal and/or foraging routes
- Habitat destruction due to restricted movement of animals and forcing them to over use of one area
- Disruption of animal behaviours

The Indirect impacts are associated with the increasing number of people moving into the CAR and many more being expected to relocate there in pursuit of a better life due to the petroleum activities. The anticipated population influx is likely to put pressure on fisheries, fuel wood, and pasture for animal grazing. One of the potential results is local communities becoming poorer and even more dependent on protected areas for their livelihood.

5.2. Climate Change and GVL conservation

Egoh (2012) suggests that the effects of climate change are likely to be increased water scarcity, increased disease burden, lower agricultural yields and desert expansion. Climate change is occurring against a backdrop of other profound changes driven by human activity in the GVL. Vulnerability to climate change is to a large extent caused by the high population density in the African Great Lakes Region. There is already food insecurity in the region, with in recent years, more than 330,000 metric tons of food annually imported into the region in order to meet the population's food demand. Fisheries is a main income source for those living near the lakes, but it is already suffering from increasing water temperatures and changing oxygen contents. Crop cultivation will suffer from climate change leading to lower yields or unsuitability of large areas that are currently cultivated. Crops specific effects include expected yield decrease in maize, beans, sweet potato and coffee. Vulnerability to climate change is increased in areas of conflict, which increase poverty and internal migration, limit access to land and erode social networks. These effects, when applied to the GVL poor natural resource dependent communities will deepen their poverty levels and increase dependency on natural resources.

Climate change will also impact directly on biodiversity. These impacts can be divided into *acute* impacts (principally extreme weather related event e.g., storms, droughts, fires, extreme rainfall events), and continuous *chronic* impacts, such as gradual increases occurring over decades in mean temperatures or decreases in seasonal rainfall. Currently, the heavy rainfall in the GVL has resulted in soil erosion and floods.

Extreme rainfall events with climate change will result in an increase in landslides, flooding, damaged infrastructure, and water pollution throughout the GVL. If climate change is not addressed by climate proofing infrastructure, disaster management action plans, hydrological research, and climate adaptation strategies, climate change will hinder effective management, communication, and endanger human and wildlife populations in the GVL. How climate change will impact on biodiversity in the GVL is still to be determined. A study on mountain gorillas, for example, illustrated there was uncertainty over its vulnerability and response to climate change (Belfiore et al 2010). To gain further understanding of such uncertainties, short and long term research and analysis is needed within the GVL.

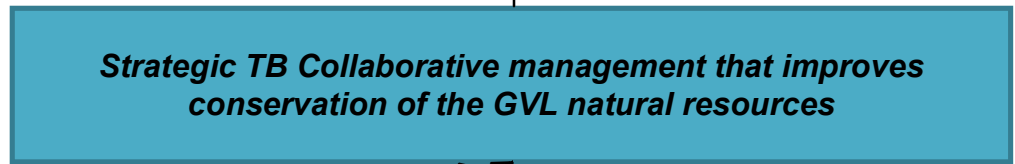
3 Outcomes

The Long term outcome and its preconditions are shown in the figure below. The long-term outcome is an outcome that can be realistically achieved by the GVTC and for which it is directly accountable. It is a clearly stated, focused, measurable and plausible goal for the GVTC. The LTO is different from ~~impact~~ which is a term usually referred to as the ultimate goal, but is not a measurable outcome of the GVTC alone. A dashed line has been used to draw an ~~accountability ceiling~~ to separate the ultimate (impact) goal (shown as vision in the diagram below) from the long-term outcome and its preconditions. All outcomes needed to achieve to the Long-term Outcome in an outcomes pathway are preconditions to the Long-term Outcome. **Preconditions** define what has to change if the ultimate goal or impact is going to be achieved. Preconditions (which are also outcomes) are mapped backwards in pathways from the Long-term Outcome to the present and the near future.

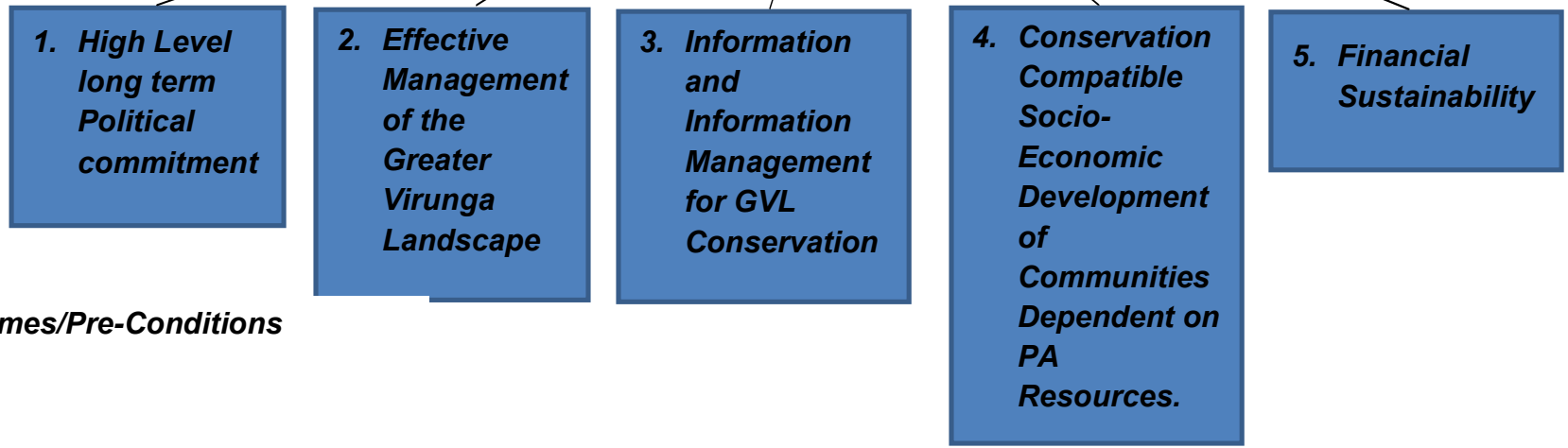
Vision:



Long Term Outcome (LTO):



Outcomes/Pre-Conditions



4 Theory of Change

A theory of change was developed to explicitly articulate the assumptions and perceptions concerning the role of the GVTC and the key outcomes to be achieved. Building on the GVTC Strategic Plan (TSP), the ToC process brought GVL stakeholders together to focus on the changes needed to improve conservation, GVTC's role, major barriers to achieving the long term outcome (LTO) and the measures of success. The ToC will be used to guide decisions, actions, and assess accomplishments.

a. Theory of Change narrative

Spanning three countries, the Greater Virunga landscape (GVL) is one of the most species rich landscapes in the world with three of its protected areas listed as World Heritage sites. Conservation of this important landscape, however, faces a number of significant challenges with the PAs within it facing similar threats, which are articulated in the problem statement. The Greater Virunga Transboundary Collaboration (GVTC) was formed to strengthen coordination and collaboration between the countries in the GVL. In 2013 the GVTC executive secretariat (GVTC-ES) was established to take the lead in supporting transboundary conservation management of the GVL. A Transboundary Strategic Plan (TSP) was developed through the efforts of the protected areas authorities of the three countries supported by numerous partners already involved in biodiversity conservation and socio-economic development in the GVL.

In January 2015 the GVTC-ES invited the protected areas authorities, conservation and development partners, and other stakeholders to participate in developing a Theory of Change for the GVTC-ES program. This was an opportunity to work together to tell GVTC's story of how it would make a positive change in the conservation of biodiversity and natural resources of the GVL. The problem statement was prepared, the vision for the GVL reviewed and a long term outcome (LTO) developed.

The 30 year vision of the GVL is *“the Greater Virunga landscape Transfrontier PA Network together with the surrounding Landscape conserved sustainably.”* In support of this vision, reflecting its TSP, and addressing the issues raised in the problem statement, the GVTC-ES's Theory of Change focuses on improving conservation in the GVL. Its LTO is *Strategic Transboundary (TB) Collaborative management that improves conservation of the GVL natural resources.* This LTO reflects the shared understanding that transboundary collaborative management is essential for the conservation of the GVL. *Improved conservation* of the GVL through increased political will, effective management of PA resources, creating a centre for information management and reduced human development dependence on PA resources is acknowledged as being central to the purpose of the GVTC program and activities and its *measure of success*. The LTO recognizes that GVTC has to maintain its focus on transboundary conservation in the GVL, with partners being responsible for local and national activities, especially those that are not directly related to conservation. To measure its success in improving conservation in the GVL, GVTC in close collaboration

with its partners will prepare an *Annual Conservation in the GVL* report that will describe the status of conservation in the GVL. A common assumption in all of the precondition pathways is that GVTC will have the human (skills and expertise) and financial resources to implement its program to improve conservation in the GVL.

Five outcomes (preconditions) were identified for the LTO, each of which is needed for success and mutually reinforces and works together with the other preconditions to achieve the strategic transboundary collaborative management necessary for improving conservation:

6. *High level long term political commitment.* The rationale is that high level commitment of the three countries is required for the conservation of the GVL to be achieved. The two pre-conditions for this to occur are the signing and the implementation of the tripartite treaty. Interventions focus on convening meetings and events (summits for heads of state, meetings from the inter-ministerial to the PA level), diversifying partnerships, lobbying, and mobilizing financial resources.
7. *Effective Management of the Greater Virunga Landscape.* The rationale is that GVL conservation requires transboundary collaboration. For effective management to be achieved there are four pre-conditions: addressing issues critical for GVL conservation and the facilitation, preparation and implementation of a GVL management plan.

Falling outside the responsibility (the accountability line) of the GVTC are the national/local plans prepared by the countries and partners that will inform the GVL management plan. GVTC will, however, include in the GVL management plan information for which it will take the lead in collecting and/or preparing (e.g. GVL maps, climate change strategy, and aggregate species database). There are important transboundary issues that may not be adequately addressed in PA plans. Two of these issues, wildlife trafficking and minimizing the effects of the expansion of oil and gas exploration and production in the GVL, are highlighted as preconditions for effective management of the GVL.

8. *Information and information management for GVL Conservation.* The rationale is that to improve conservation in the GVL, relevant information needs to be available and distributed. GVTC will fulfil this function by serving as an information centre of excellence, e.g. a clearinghouse of key relevant information that will be available (in the appropriate form) to decision-makers, managers, researchers and other stakeholders. The preconditions are a communication strategy, gathering relevant information, being a clearinghouse for organizing, storing information, and disseminating

information to targeted audiences. A key document will be the *Annual Conservation in the GVL Report*.


9. *Conservation Compatible Socio-Economic Development of Communities dependent on PA resources.* The rationale is that communities dependent on PAs will degrade the natural resources if there is not benefit sharing of PA derived revenue, compensation, and alternative livelihood opportunities. Relevant to GVTC, the preconditions are to harmonize policies (e.g. benefit sharing; compensation - with special attention to gender equity) and ensure that GVL development plans incorporate conservation and that PA management plans incorporate conservation compatible inclusive (women and youth) development. Falling outside of GVTC accountability is the preparation of local plans. Although the preparation of local/sector development plans and the formation of community enterprises will be implemented by partners (these activities fall outside the accountability line of the GVTC), the ToC recognizes that both can potentially contribute to Outcome 4.

10. *Financial Sustainability.* The rationale is that dependable long term financial resources are essential for successful GVTC coordination for the conservation of the GVL. The preconditions for this outcome include GVTC having excellent financial and management systems, a success plan, successful resource mobilization strategy (e.g. contributions from government, donor and stakeholders), and establishment of trust fund(s).


In the ToC there are indicators for specific interventions and outcomes ~~and~~ measures of success that are directly linked to the LTO. While intervention indicators will be used for performance monitoring, the fundamental measure of success for the GVTC will not be the number of reports prepared or meetings convened, but in the changes that have resulted in improving the conservation of the GVL.

b. Theory of Change Diagram

Key to the Theory of Change Diagrams

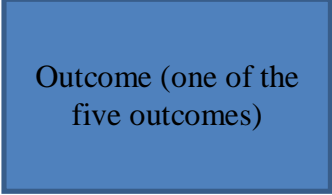
Accountability line: 

Long term outcome (LTO) (what we are working to achieve)



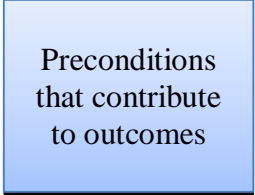
Long Term
outcome

Outcome (one of the five identified outcomes/preconditions that will contribute to achieving the LTO)




Outcome (one of the
five outcomes)

Preconditions/outcomes (All outcomes in an outcomes pathway that contribute to outcomes above them in the hierarchy)




Preconditions
that contribute
to outcomes

Assumptions




Assumptions

Interventions (also designated as a T with an outcome or precondition number)



Interventions

Indicators (note: indicative, additional indicators to be developed)



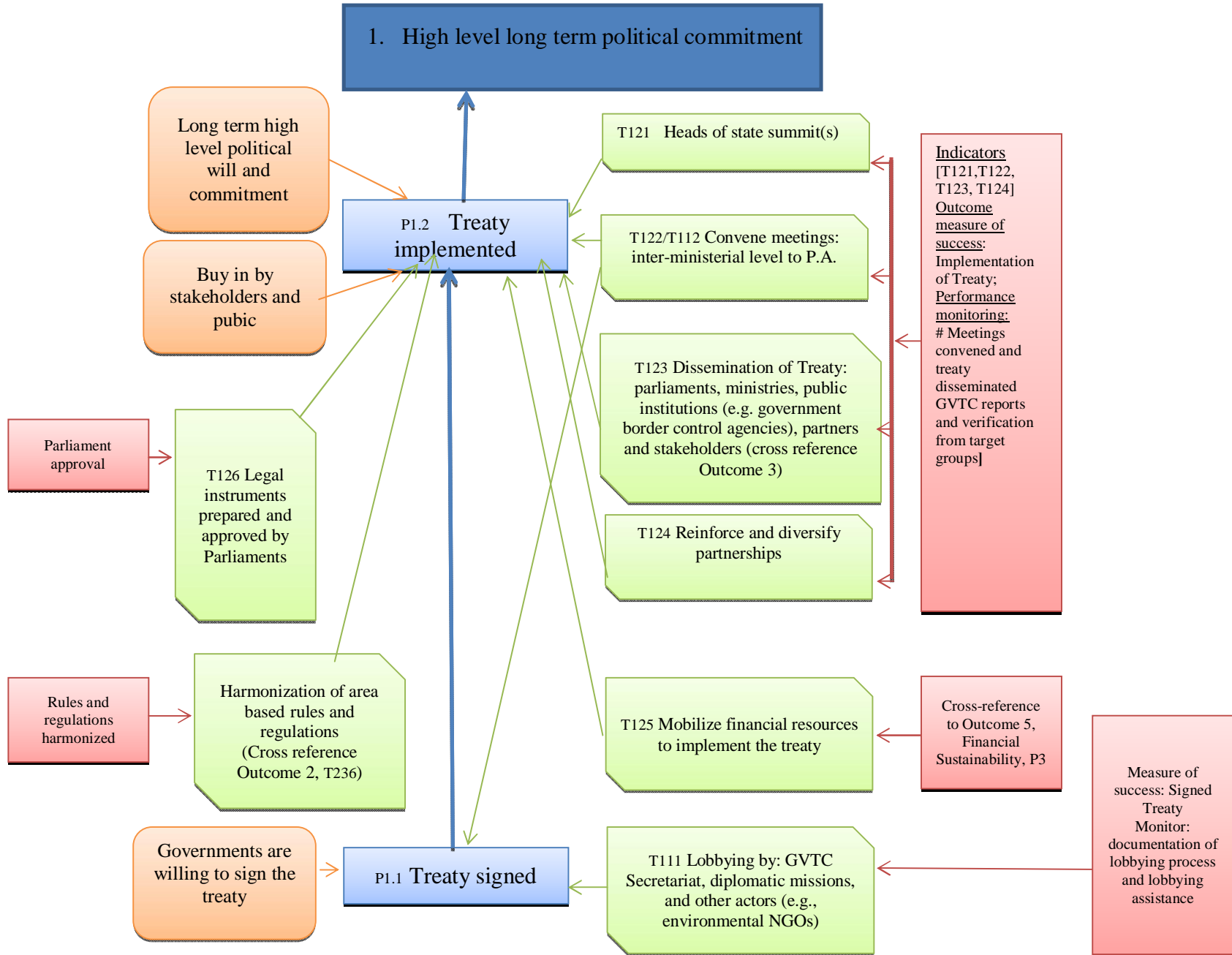
Indicators

Cross-reference: supports more than one outcome or precondition

Pathways

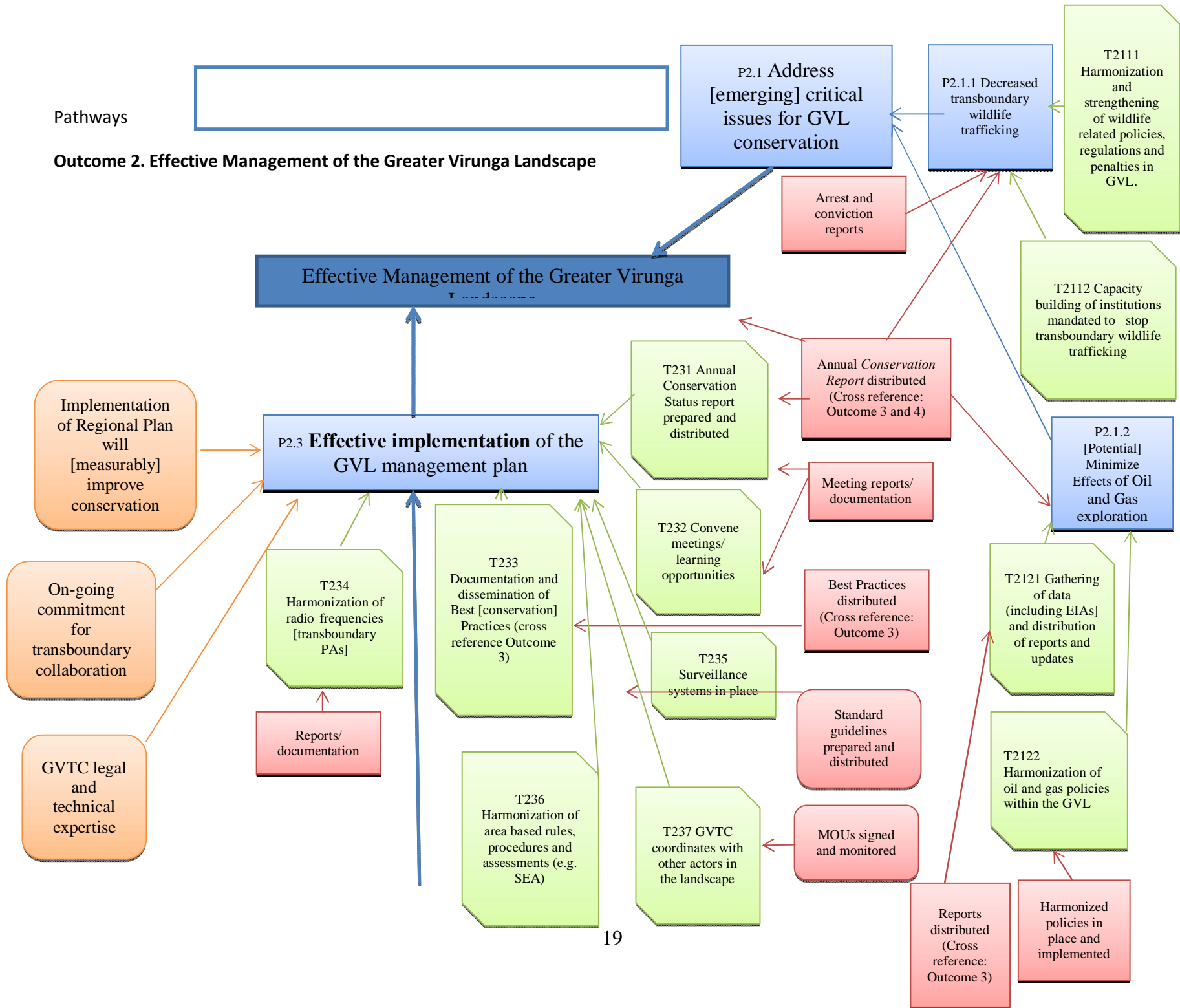


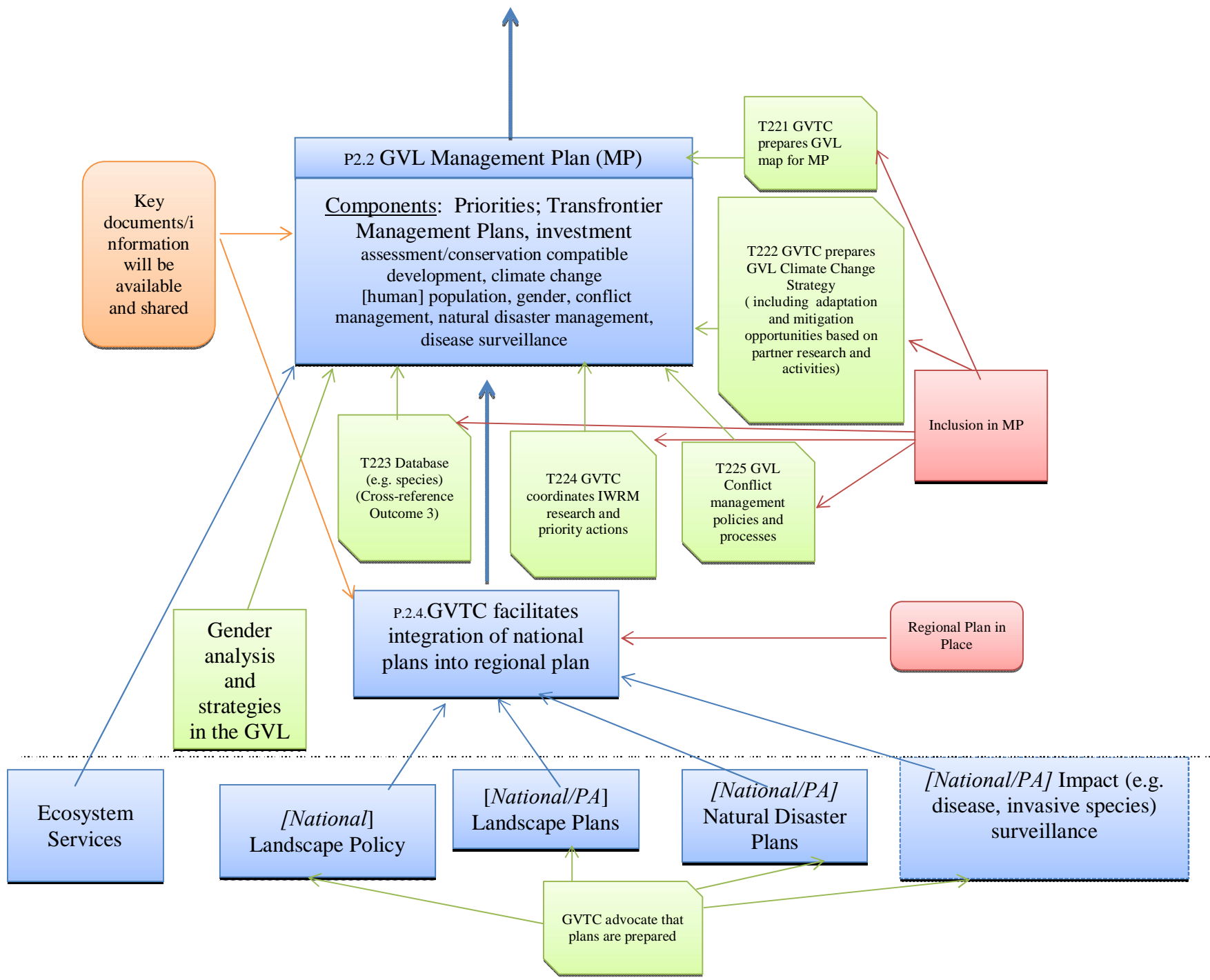
Outcome 1. High level long term political commitment



Pathways

Outcome 2. Effective Management of the Greater Virunga Landscape

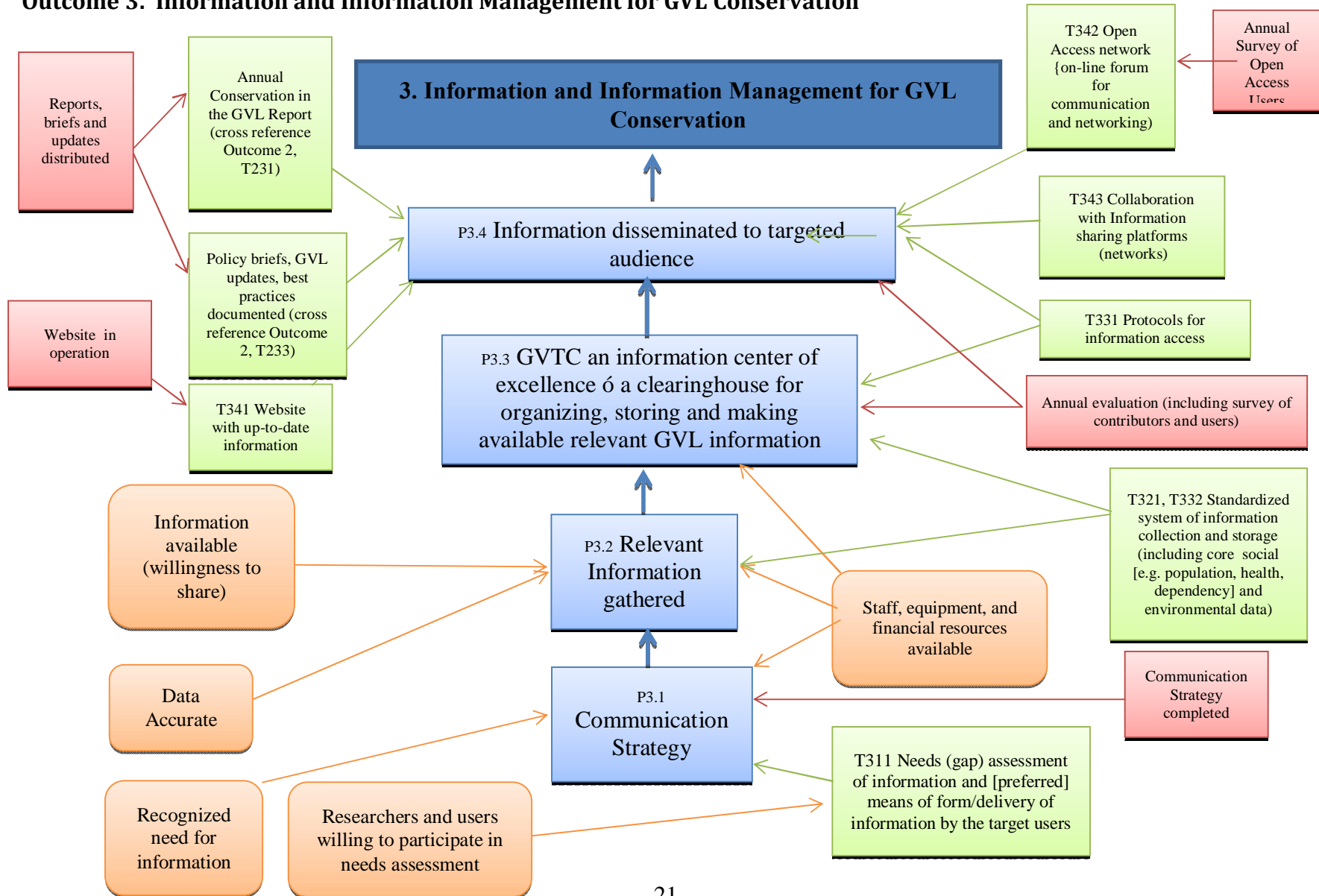




Pathways



Outcome 3. Information and Information Management for GVL Conservation

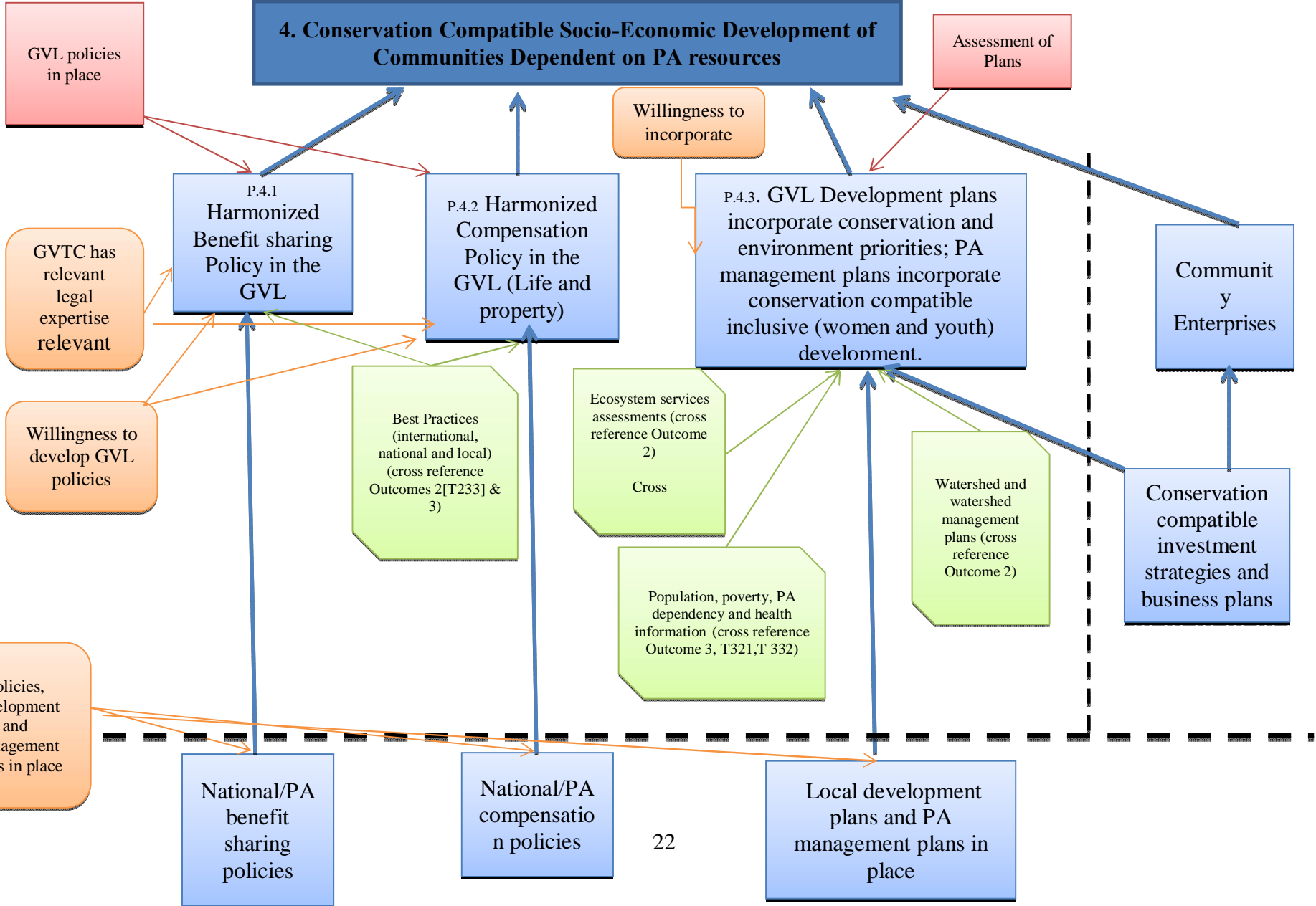


Pathway



Outcome 4: Conservation Compatible Socio-Economic Development of Communities Dependent on PA Resources

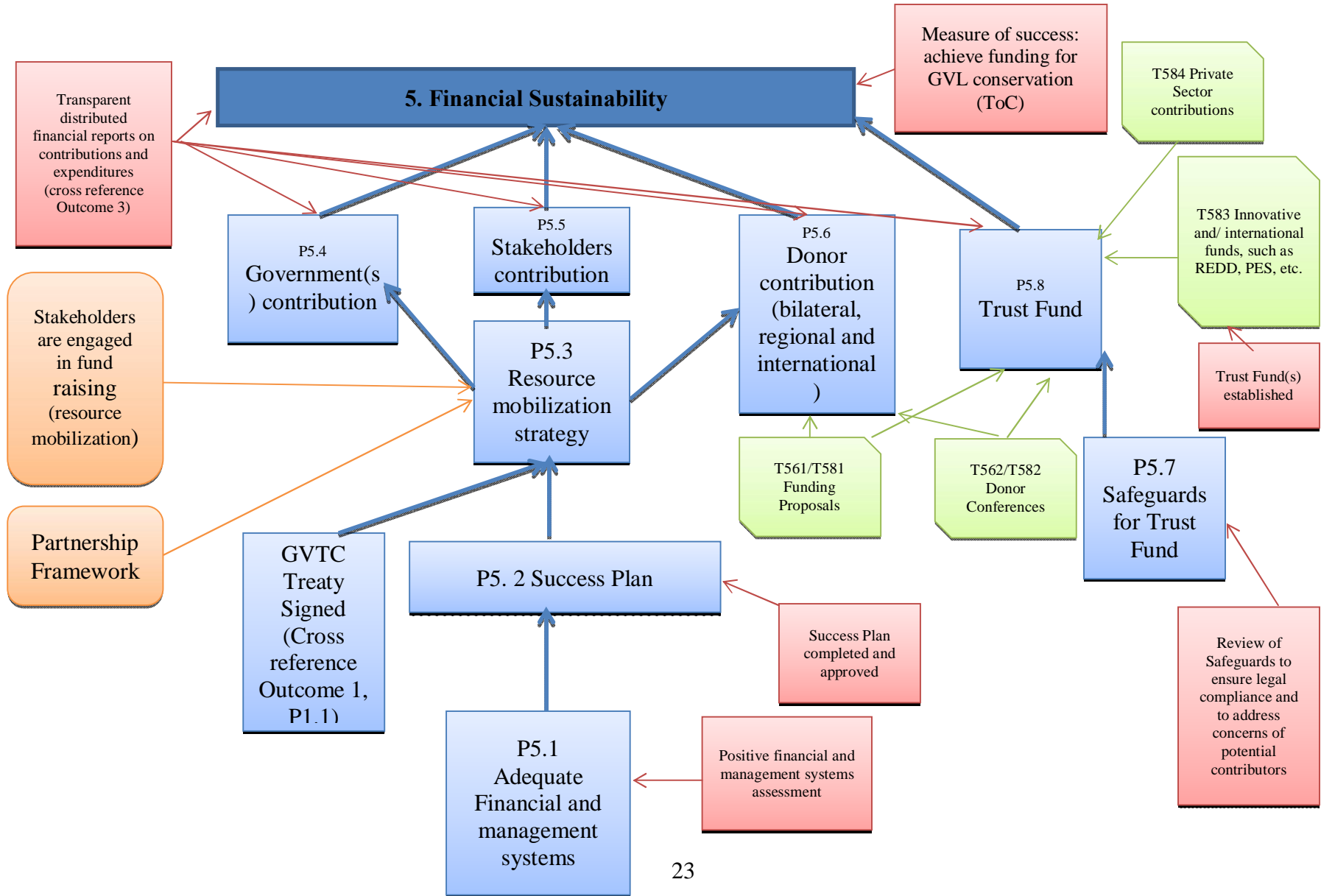
4. Conservation Compatible Socio-Economic Development of Communities Dependent on PA resources



Pathways



Outcome 5: Financial Sustainability



5 Key Interventions and Indicators

The key intervention and their impact pathways are expressed in the table under this section. These may be revised during the preparation of the Monitoring and Evaluation Framework.

Outcome	Key Interventions	Measure Success/Indicators	of	Comments/Notes
LTO : Strategic TB Collaborative management that improves conservation of the GVL natural resources		<i>Conservation Improved</i>		<i>To be monitored by an Annual Greater Virunga Conservation Report. The GVL Conservation report will monitor 12-15 key indicators that will reflect the status of conservation in the GVL. These key indicators will be determined in consultation with stakeholders and in consideration of indicators already being monitored that can be included in the report.</i>
Outcome 1: High level Political Commitment		Signed Treaty		The Rationale : High level commitment is required for conservation of GVL
P 1.1 Treaty signed				
P 1.2 Treaty Implemented				
	Heads of States Summit	Meeting convened		
	Convene meetings: inter-ministerial level, P.A.	Meetings convened		
	Dissemination of Treaty: parliaments, ministries, public institutions	Treaty disseminated		
	Reinforce and diversify partnerships	GVTC reports and verification from target groups		
	Mobilize financial resources to	Cross reference outcome 5 on		

	implement the treaty	financial sustainability	
	Legal Instruments prepared and approved by parliaments	Parliament approval	
Outcome 2: Effective Management of the Greater Virunga Landscape		<i>Conservation improved (aligned with LTO indicator) Will be monitored by Annual GVL Conservation Report</i>	Rationale: GVL Conservation requires transboundary collaboration
P 2.1 Address critical issues for GVL conservation			
P 2.1.1 Decreased Transboundary wildlife trafficking		Arrest and conviction reports Annual conservation report	
	Harmonization and strengthening of wildlife related policies, regulations and penalties in GVL		
	Harmonization and strengthening of wildlife related policies, regulations and penalties in GVL		
P 2.1.2 Minimize effects of oil and gas exploration and production		Annual conservation report	
	Gathering of data (including EIAs) and distribution of reports	Reports distributed	
	Harmonization of oil and gas policies within the GVL	Harmonised policies in place and implemented	
P 2.2 GVL Management plan developed		Management Plan	
	Develop an integrated water resources mgt plan (IWRM)	Included in the MP	
	Database (species) developed	Included in MP	
	GVL Conflict management policies and processes	Included in MP	
	GVTC prepares Climate Change Strategy (including	Included in MP	

	adaptation and mitigation opportunities based on partner research and activities)		
	GVTC Prepares GVL map for MP	Included in MP	
	Gender analysis and strategies in GVL	Included in the plan	
	GVTC facilitates integration of National plans into Regional plan	Regional Plan in Place	
P 2.3 Effective implementation of the GVL Management Plan		Annual cConservation report	
	Annual Conservation Status report prepared and distributed	Annual Conservation report	
	Convene meetings/learning opportunities	Meeting reports/documentation	
	Surveillance systems in place	Meeting reports/ documentation	
	GVTC coordinates with other actors in the landscape	MoUs signed and Monitored	
	Harmonization of area based rules, procedures and assessments	Harmonised policies in place and implemented	
P 2.4 GVTC facilitates integration of national plans into regional plans		Regional Plan in place	
Outcome 3: Information and Information Management for GVL Conservation		Clearing house in place	Rationale: To improve conservation in the GVL, GVTC will be an information center of excellence - a clearinghouse of targeted relevant information (such as the <i>Annual Conservation Report</i>) available to decision-

			makers, PA managers, researchers, and other stakeholders.
P 3.1 Communication Strategy		Communication Strategy completed	
	Needs (gap) assessment of information and preferred means of delivery of information by the target users		
P 3.2 Relevant information gathered		Annual evaluation (including survey of contributors and users)	
	Standardised system of information collection and storage (including core social [eg population, health, dependency] and environmental data)		
P 3.3. GVTC an information center of excellence- a clearinghouse for organising, storing and making available relevant GVL information		Annual evaluation (including survey of contributors and users)	
	Protocols for information access		
P.3.4.Information disseminated to targeted audience		Annual evaluation (including survey of contributors and users)	
	Website with up to date information	Website in operation	
	Policy briefs, GVL updates, best practices documented	Reports, briefs, and updates distributed	
	Open access network (on-line forum for communication and networking)	Annual survey of open access users	

	Collaboration with information sharing platforms (networks)		
	Annual Conservation in the GVL report		
	Protocols for information access		
Outcome 4: Conservation Compatible Socio-Economic Development (of communities dependent on PA resources)			Rationale: Communities dependent on the Pas will degrade the natural resources if there in not benefit sharing (of PA derived revenue), compensation and alternative livelihood opportunities
P.4.1 Harmonised Benefit sharing Policy in GVL		GVL policies in place GVL policies in place	
P.4.2 Harmonised compensation policy in the GVL (life and property)			
P. 4.3 GVL development plans incorporate conservation and environment priorities; PA management plans incorporate conservation compatible inclusive (women and youth) development		Assessment of plans	
	Best Practices (international, national and local) (cross reference Outcomes 2 & 3)		
	Ecosystem services assessments (cross reference Outcome 2)		
	Population, poverty, PA dependency and health information (cross reference Outcome 3)		
	Watershed and watershed		

	management plans (cross reference Outcome 2)		
Outcome 5: Financial Sustainability		Measure of success: Achieve funding for GVL Conservation (ToC)	The rationale is that dependable long term financial resources are essential for successful GVTC coordination for the conservation of the GVL
P.5.1 Adequate financial and management systems		Positive financial and management systems assessment	
P.5.2 Success Plan		Success plan completed and approved	
P.5.3 Resource Mobilisation strategy		Strategy document	
P.5.4 Governments contribution		Transparent distributed financial reports on contributions and expenditures	
P.5.5 Stakeholder Contributions		Transparent distributed financial reports on contributions and expenditures	
P.5.6 Donor Contributions (bilateral, regional and International)		Transparent distributed financial reports on contributions and expenditures	
	Funding proposals		
	Donor conferences		
P.5.7 Safeguards for Trust fund		Review of safeguards to ensure compliance and address concerns of potential contributors	
P.5.8 Trust fund		Trust Fund(s) established	

6 Capacity (overview)

The GVTC Board, in March 2014, approved the current staff structure at GVTC-ES. The GVTC-ES is headed by the Executive Secretary who is assisted by the Executive secretary Assistant. The Executive secretary is deputized by two deputies. The Deputy Executive Secretary in charge of Programme and Deputy Executive Secretary in charge of Finance and administration. Reporting to the Executive secretary is the Communication Officer, Monitoring and Evaluation Officer and the International Cooperation and Fundraising Expert

The Programmes Manager is responsible for undertaking all program related engagement and reports to the Deputy Executive Secretary in charge of programme. They are responsible for the implementation of the projects and work closely with the M&E officer to ensure effective implementation of the projects.

The Deputy Executive Secretary for Finance and Administration supervises the Accountant and the Human Resource Officer who in turn oversees the support staff within the organisation. The accountant is responsible for ensuring that all programme expenses are paid while the Deputy Executive Secretary in charge of finance and administration ensures that the funds sub-granted to the implementing partners are accounted for.

The positions of the Monitoring and Evaluation Officer and the International Cooperation and Fundraising Expert are not filled yet due to financial constraints.

In November 2014, GVTC conducted an internal organizational review with facilitation of Consultants supported by the Netherlands Embassy in Kigali. The review criteria rested on the mandate of GVTC, its roles as determined by the mandate and the current capacity to fulfill the mandate, roles and functions in the next 5 years. The results of this review are summarized in the table below:

Role		Function/Actions	Capacity (to effectively fulfill the role/function)	
			In place	additional
1	Coordinate and Convene	Transboundary <ul style="list-style-type: none"> • Harmonized approaches <ul style="list-style-type: none"> ○ Sharing of information (coordinating role) ○ Principles (e.g, compensation) • Policies ó promote good policies and 	Overall: Team has capacity to coordinate and convene Capacity: recognize and promote good policy and practices (can refer to lawyers, etc. as needed)	Logistics person (proposed interns)

		<p>practice</p> <p>Convene</p> <ul style="list-style-type: none"> • Forums (priority areas/emerging issues ; support of broker role) • Bring stakeholders together for dispute resolution (mediation)³ 		
2	Information and Communication	<p>Clearinghouse</p> <ul style="list-style-type: none"> • Information gathering and sharing • Map of what is being done, by whom, and sources of funding; <p>Analysis (would include identification of gaps and duplication; lessons learned; best practices)</p> <p>Communication (proactive and strategic)</p> <p>Visibility including government agencies, PAs, development partners , and communities</p>	<p>Clearinghouse: Gap for this function, both in people and know-how (communication capacity is for website, current events)</p> <p>-----</p> <p>Have communication strategy and communication officer, but overall demands for the position is too broad for one person;</p> <p>Visibility: requires public relations skills</p>	<p>Clearinghouse: Person(s) who has both environmental and systems capacities (to gather and bring together information); analysis; and good writing skills (preferably bilingual)</p> <p>Need to have skills in both communication and outreach/visibility/public relations - implication: additional staff;</p>
3	Broker	<p>Based on analysis of gaps:</p> <ul style="list-style-type: none"> • Gaps (how to address, with/by whom) • Emerging issues (how to address, with/by whom) <p>Matchmaking (implementing partners and donors)</p> <p>Support (handholding) and Fund raising.</p>	<p>For gaps and emerging issues, have the capacity;</p>	<p>Need additional staff for fund raising (also will coordinate the matchmaking)</p> <p>Proposed staff for Information through mapping will identify potential donors;</p>
4	Monitoring and evaluation	<p>GVTC strategic plan:</p> <ul style="list-style-type: none"> • On-going (monitoring, annual planning [flexible to reflect 	<p>Capacity: prepares progress reports based on annual plans, indicators</p>	<p>Designated M&E for the SP and BP: that has overall responsibility for M&E</p>

³ GVTC cannot play the role of a regulator, but can act as a mediator when disputes arise.

		<p>lessons learned and feed-into planning])</p> <ul style="list-style-type: none"> • Revisit (5 years) <ul style="list-style-type: none"> ○ Evaluation - what has been achieved ○ Next steps [follow-up] 	(program managers currently fill this role)	including field visits, tracking, confirming results; provide outcome and impact evaluation;
5	Warning Bell (concern and need for change [to prevent]; early warning system) [Objective: responsible action taken]	<p>Based on information, convening, and M&E:</p> <ul style="list-style-type: none"> • Identification of areas of concern (bell) • Communication (fit to purpose) • Influence (fit to purpose) ó convene meetings, one-to-one, private/public partnerships, etc. 	Capacity: with current staff (ES) can ring the bell;	Capacity dependent on the proposed positions (convening support; information, and M&E) being in-place
6	Implementation by GVTC [Objective: lessons learned that can be scaled up and replicated in the GV] [Anticipate: Diminishing portion of GVTC actions focus on pilot projects with more attention to other roles and functions]	<p>Identify issues and gaps that would be appropriate for GVTC</p> <p>Determine intervention and identify funding</p> <ul style="list-style-type: none"> • Pilot projects for lessons learned <p>Visibility with the implementing partners(more than branding)</p>	<p>Capacity: current staff have the capacity (and have been filing this function), but their other tasks make it difficult to monitor (field visits);</p> <p>But time and task constraints can be addressed by analytical(information/ Clearinghouse) and M&E staff:</p>	Gaps filled by proposed information/clearinghouse use and M&E positions;
	Organizational Management			<p>Skills need assessment should be conducted with follow-up training and actions.</p> <p><i>Training:</i> Indicative: Leadership, project management, financial management (budget, account maintenance)</p>

				<p>for non-finance staff.</p> <p><i>Guidelines:</i> Need to start own procedures (not IGCP) and guidelines (such as new finance, procurement, HR; implementation still not begun); also: strategies/guidelines for areas such as gender, partnerships (including private sector), etc.</p> <p><i>Staffing:</i> Appropriate staff to implement the agreed upon procedures and guidelines (e.g. procurement)</p> <p><i>Context:</i> what do you really need in order to be a full functioning organization??</p>
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7 Risks and Mitigation Measures.

Risks are defined as uncertain events that could have a negative effect on GVL conservation investments or outcomes. A risk assessment covering environmental, social factors, political events and uncertainties was made during GVTC Theory of Change workshop and is stated as assumptions in the ToC diagrams in section 3. It is further elaborated below:

1) Lack of Political will

Few years after signing the treaty, new governments may not be willing to continue with the treaty as may be one country may not see perceived benefits realizable in the short and midterm or one country fails to deliver its financial obligations. Other transboundary treaties to which these three countries are a party and have tangible easily visible impacts to improvement in poverty reduction and livelihood improvement may out compete GVTC whose impacts in improvement in conservation may not be tangible and easily visible by governments.

The draft treaty under article 7 recognises the principles of collaboration as

- Respect for sovereignty and territorial integrity of parties
- Equal status of contracting parties
- Poverty reduction
- Sustainable development

- Community participation

Tied in the principles of collaboration is article 9 that describes the process of withdraw from the collaboration on a notice of 6 months. Once these draft treaty comes into force, these two articles will offer soft landing for the collaboration in case one member wishes to withdraw.

2) Insecurity in the region

Preliminary results from ongoing studies show that insecurity in the region is sustained by the high profits that come from illicit trade based on natural resources in GVL that is operated by militarized transboundary/International organised wildlife crime gangs. Corruption in government departments and agencies is believed by many experts in the illicit trade to be largely part of the factors sustaining this high profit illicit trade that can sustain financing armed conflicts so as to create an enabling environment that will sustain itself and as well as take attention away from it. GVTC can't operate efficiently in an environment of armed insecurity. Therefore insecurity in the region is de facto natural resource based conflict.

The Greater Virunga Transboundary Collaboration has forged partnerships with other state and non state agencies working in the region to join efforts and address all fronts that underlie the insecurity in the region. GVTC signed an MoU with ICGLR (International Conference on the Greater Lakes Region) and CEPGL (The Economic Community of the Great lakes Countries) and as well as with IUCN. GVTC will also continue to participate and be involved in conferences to lobby and advocate for peace in the region.

3) Loss of donor support

There is growing fatigue of donors to fund biodiversity conservation and more interest is focused on programmes that contribute directly to visible impacts in poverty reduction and wellbeing of communities. GVL is characterized by high poverty levels and donors may wish to channel development funding through agencies that deal directly with poverty reduction, which in turn, may reduce human dependence on natural resources and contribute to biodiversity conservation in the long run. The development of the and implementation of the Success Plan will elaborate and illustrate the link between conservation and poverty reduction. It is anticipated that the results will provide compelling evidence and affirm the need for the donor community to maintain its supports of the GVTC.

4) Inadequate collaboration by Stakeholders/Partners

GVTC primary mandate is in coordination/ convening and being a center of information and information management for the stakeholders operating in the GVL. GVTC will achieve its LTO through its main partners that are implementing interventions that are linked with the impact pathway articulated in the ToC. However, each of these partners have their own objectives that at times may override the common goal. To minimize this, GVTC has developed a criteria for due diligence to select the appropriate partners. As recommended in the organisation assessment report, GVTC will now make strong MoUs and agreements with its partners with a clause on fraud and anti-corruption.

5) Lack of Financial sustainability

The past, current and projected 3 year financial analysis trends show GVTC major funding to be provided by its development partners (Donors). For financial sustainability GVTC will seek other sources of funding (e.g, partner countries; private sector) and mechanisms (e.g environment trust funds; climate finance). GVTC may face competition for these new sources of funds and will need to build its capacity to meet the criteria for establishing and participating in the new mechanism. To address these risks, GVTC will develop an ambitious but realistic financial sustainability strategy based on this Success Plan

8 Monitoring and Evaluation

A monitoring and evaluation framework to ensure organizational effectiveness, accountability as well as tracking of targets and results towards the realization of the desired impact will be developed under the guidance of the M&E officer working with stakeholders involved in GVTC programme Implementation.. This participatory approach will ensure both buy in and ownership of the M&E framework. The measures of success and indicators in section 5 of this Success Plan will constitute the corner stone of the M & E framework. The baseline data that is not available has been included as part of the key interventions of this plan.

Monitoring of this success plan will require rigorous monitoring of the outcome and precondition assumptions. If the assumptions are found not holding, then the preconditions are reviewed based on the available monitoring information. As indicated in the capacity overview section, this rigorous monitoring will be supported by recruitment of an M & E expert with sufficient experience and skills in the field of theory of change.

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