| **Overall Objective** |  | **Intervention** | **Objective verifiable indicators** | **Sources of verification** | **Assumptions** |
| --- | --- | --- | --- | --- | --- |
| Improved municipal policies and practices in the field of LED (urbanization of lots and housing) and financial management in Nicaragua | * Unemployment rate in in Nicaragua (7.8% estimated in 2010)
* Underemployment in Nicaragua (46.5% estimated in 2010)
* Evidence of changes in LED and living conditions in municipalities in Nicaragua
* In the period 2012-2016, the municipal income increased
* In the period 2012-2016, the non-committed budget (central government transfer and membership fee) of AMUNIC increases annually (Y/N)
 | * Index mundi
* National studies on LED and living conditions in Nicaragua
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| **Specific Objective** | **1** | The 13 AMHNH municipalities in Nicaragua are undertaking action that allows for LED (urbanized lots and housing services) | 1. 13 municipalities increase implementation of LED plans
2. 13 municipalities have a working economic commission
3. 13 municipalities sign PPP agreements with civil society and private sector
4. 13 municipalities assess economic potentials and relevant stakeholders
5. The economic commissions of 13 municipalities consult with the private sector, educational institutes, financial institutes and civil society organisations
6. 25 PMO staff members manage projects and processes on housing and finance
7. 13 municipalities plan and spend their annual budgets according to established priorities
8. Increased implementation of 4 departmental projects and 4 small city projects on production of lots
9. Increased implementation of 2 departmental and 2 small city Integrated Territorial Projects
10. 13 AMHNH municipalities work together with civil society and private enterprises (i.e. ‘triangular’ cooperation)
 | * Council and Board decisions published and shared; external accountant statements
* Municipal and PMO strategies, policies, plans
* PMO budgets and financial reports
* Signed ‘triangle’ agreements, reports on public-private cooperation activities, PIT progress reports, reports on urbanised plots
* Progress and final Reports on PITs and evaluation forms of the National Technical Team (ETN) / AMHNH, and LBSNN
* National Direction and Annual Municipal Budgets
* Audited Annual Municipal Accounts
 | * The national policies of public-private cooperation prevail during the period 2012-2016
* Willingness of citizens, businesses and other stakeholders to participate and engage
* The national government allows municipal staff to participate in events organized by AMHNH
 |
| **2.** | AMUNIC is undertaking action to provide needs-based services in the fields of LED, food security and financial auditing. | 1. AMUNIC sustains service delivery after decrease of original donor support (Y/N) in priority areas of Nicaraguan municipalities (Y/N)
2. After 2013 AMUNIC has a new adequate Strategic Plan approved by General Assembly of members (Y/N)
 | * Service delivery reports of AMUNIC
* Strategic plan of AMUNIC
* Annual plans and reports of AMUNIC
 | * Municipalities have the financial means to pay their membership fee
* National government has the means to increase its transfer to AMUNIC
* Municipalities are willing to work with AMUNIC on starting legal cases against private enterprises that have not paid taxes (fiscal auditing)
* The national government allows municipal staff to participate in events organized by AMUNIC
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|  | **Results**  |
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| **1** | Increased capacity of the Association of Nicaraguan Municipalities with a city link with the Netherlands (AMHNH) member municipalities to facilitate and institutionalise LED (urbanization of lots and housing services) | 1. 25 PMO staff members finish the course non project and process management, housing and finance
2. 13 municipalities participate in the LED benchmark cycle
3. Politicians of 13 municipalities participate in workshops and trainings on PPP
4. PMOs of 13 municipalities in Nicaragua are installed, functioning, transparent and accountable
5. PMOs of 13 municipalities in Nicaragua have developed and endorsed strategies, policies and plans
6. AMHNH staff is capable of managing projects and processes on urbanisation of lots
7. AMHNH municipalities‘ politicians and staff are capable to play a complementary role in LED
8. 25 PMO staff members are capable of managing projects and processes on housing and finances
9. AMHNH municipalities are accountable and learn from each other
10. 13 AMHNH municipalities know their economic potential and stakeholders
11. 13 economic commissions of AMHNH municipalities consult with the private sector, institutes of education, financial institutes and civic society organisations
12. Politicians of 13 AMHNH municipalities are capable to deal with PPPs
 | * Municipal and PMO strategies, policies, plans
* Participants’ evaluation forms of training sessions offered and reports of LBSNN experts’ missions
* Organization chart showing position of PMO in the municipal administrative structure
* Lists of staff; PMO, housing and financing plans and reports; training participants’ list and participants’ evaluation forms of training;
* PMO budgets and financial reports, PMO plans
* Benchmark reports; training materials and reports; system information published by municipalities
* Progress and final reports on projects of the ETN / AMHNH, and LBSNN
* Reports of assessments
* Participants lists and minutes of (economic commission) meetings of AMHNH member municipalities with economic stakeholders, correspondence between AMHNH member municipalities and economic stakeholders
* Lists of training participants, participants training evaluation forms, trainer reports
* National Direction and Annual Municipal Budgets
* Audited Annual Municipal Accounts
 | * Adequate funding for PMOs secured at local level
* Sustained availability of sufficient staff with at least minimal adequate qualifications
* Central government HR policy implementation assures limited staff turn-over
* Nicaraguan municipal elections in November 2012 are judged as fair and legitimate
 |
| **2** | Increased capacity of AMUNIC to provide for needs-based services on LED, food security and financial audit | 1. After 2013 AMUNIC has a new adequate Strategic Plan (Y/N)
2. Strategies to mobilize resources (human, institutional and financial) are in place
3. Number, composition and expertise of staff is adequate in view of the services to be delivered (# staff is trained on financial sustainability and on providing services in the fields of financial auditing, food security and communication services for improved LED)
4. Political leadership of the AMUNIC responds adequately to changes in the context and the environment
5. AMUNIC is accountable to central government and their constituents
6. AMUNIC is capable of integrating external support in an adequate way into their own strategy and operations
 | * 5C assessment report
* Strategic plan AMUNIC
* Annual external financial audit; AGM reports
* Training report and AMUNICs annual narrative report
* (Academic) degrees obtained by AMUNIC staff
 | * The national government continuous to support the existence of AMUNIC for municipal development.
* Municipalities have a mandate in providing services in the fields of food security, LED and financial auditing and ask AMUNIC for supporting services
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|  | **Result 1: Increased capacity of the Association of Nicaraguan Municipalities with a city link with the Netherlands (AMHNH) member municipalities to facilitate and institutionalise LED (urbanization of lots and housing services**) |
|  | **Activities** |
| **1.1** | Conduct a baseline study of AMHNH municipalities to assess the capacity gaps |  |  | * Commitment of local politicians in the 13 member municipalities
* No recentralisation tendency
* State institutes (MAGFOR, INVUR, INTUR, MIFIC, INATEC, MINED, Ministerio de Hacienda) participate in and support the program by offering workshops, courses and/or trainings related to their competence
 |
| **1.2** | Advise and coaching to AMHNH municipalities on PMO establishment and performance |  |  |
| **1.3** | Advise and coaching to PMOs of AMHNH municipalities in the development and endorsement of strategies, policies and plans |  |  |
| **1.4** | Training and coaching to AMHNH staff and board for the urbanisation on lots, lobbying and negotiation, leading participatory dialogues, and accountability |  |  |
| **1.5** | Advise and coaching to AMHNH municipality politicians and staff in their role in LED |  |  |
| **1.6** | Training to 25 PMO staff members on project and process management, housing and finance |  |  |
| **1.7** | Advise and coaching to AMHNH municipalities on monitoring and evaluation of implementation of LED plans |  |  |
| **1.8** | Training and coaching in the set up and use of the AMHNH LED benchmark system |  |  |
| **1.9** | Coaching to 2 departmental and 2 small AMHNH municipalities in the implementation of PIT projects |  |  |
| **1.10** | Coaching to 4 departmental and 4 small AMHNH municipalities in the implementation of production of urbanised lots projects |  |  |
| **1.11** | Evaluation of 13 AMHNH municipalities on LED |  |  |
| **1.12** | Coaching and advise to the economic commissions of 12 AMHNH municipalities in participation and consultation of stakeholders |  |  |
| **1.13** | Training of politicians of 13 AMHNH municipalities in PPPs |  |  |
| **1.14** | Coaching and advise to 13 AMHNH municipalities in triangular cooperation |  |  |
| **1.15** | Coaching and advise to 13 AMHNH municipalities in annual budget allocation. |  |  |
| **1.16** | Coaching and advise to 13 AMHNH municipalities in financial monitoring, budgeting and spending |  |  |

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|  | **Result 2: Strengthened capacity of AMUNIC to provide for needs-based services on LED, food security and financial audit** |
|  | **Activities** |
| **2.1** | Conduct a baseline study of AMUNIC to assess the capacity gaps |  |  | * Continued neutrality of AMUNIC
* Sufficient staffing level of AMUNIC
* The board and director of AMUNIC are willing to increase the capacity of AMUNIC
* No other service provider officers competitive services to AMUNIC member municipalities
 |
| **2.2** | Training and advice to selected AMUNIC staff on: * The development and endorsement of the new Strategic Plan (2013-2017)
* Their internal organizational structure and member participation
* The collecting and administration of membership fees
* Organizational decision-making as an association of local governments
* How municipalities can help improve food security
* How to support municipalities in tax revenue collection and fiscal auditing
* How to support LED of municipalities through improved communication skills
 |  |  |
| **2.3** | Support for the organization of AMUNICs annual General Assembly |  |  |
| **2.4** | Support for AMUNICs yearly financial audit. |  |  |