| **Overall Objective** |  | **Intervention** | **Objective verifiable indicators** | **Sources of verification** | **Assumptions** |
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| Improved public services by local governments with respect to land governance and local economic development in Rwanda | * Coverage of land registration
* Number of cadastral maps produced
* Number of land transactions processed
* Number of land related conflicts
* Unemployment rate
 | * Rwanda Natural Resources Authority
* Rwanda Development Board
* Ministry of Youth and Information & Communication Technology
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| **Specific Objective** | **1** | RALGA is undertaking action that allows to provide services on PPP and land management to its members  | 1. Number of sensitisation and training materials on land management and PPP developed and disseminated
2. Number of training materials reviewed and integrated in RALGA’s Local Government Institute curriculum
3. Number of staff of member districts and sectors trained and coached by RALGA on land management and PPP
4. Number of benchmark meetings on PPP and land management organised by RALGA
5. Number of formal contacts between RALGA and member districts
6. Exchange of experiences and mutual learning amongst member districts has been facilitated
 | * Participants’ lists of trainings delivered to the member districts / sectors
* Platform instruments and events
* RALGA staff evaluations of trainings
* RALGA training and coaching materials on land management and PPP
* Benchmark reports
* Minutes of RALGA membership consultation meetings
* RALGA membership evaluation forms, satisfaction and/or needs surveys
* LGI curriculum
* Reports RALGA and VNG International experts and staff
 | * Continued openness of external environment for local government capacity development, decentralisation and role of RALGA in capacity development of the local government tier
* Continued cooperation of national government, donor community and other institutions in local government capacity development
* Adequate staff at districts / sectors willing to learn
 |
| **2** | 6 pilot districts are undertaking action that allows to participate in PPPs | 1. Number of PPP opportunities identified
2. Number of PPP strategies and action plans
3. Number of formal contacts between districts and Private Sector Federation (PSF)
4. Number of PPP contracts/agreements
5. Number of good practices on PPP identified and shared with other districts
 | * Studies on PPP opportunities
* District Development Plans, annual plans and action plans
* Minutes of formal contacts between districts and PSF
* Participants’ lists of trainings delivered to pilot districts
* Coaching plans and reports
* Reports RALGA and VNG International experts and staff
 | * Adequate legal framework for PPP
* Continued openness of external environment for local government capacity development and decentralisation of the local government tier
* Adequate staff at districts willing to learn
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|  | **Results**  |
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| **1** | Increased capacity of RALGA to deliver services on land management and PPP to its members and organising platforms for exchange | 1. The total revenue flow of RALGA is adequate, diverse and sustainable in view of the objectives of RALGA
2. Increased level of RALGA’s own revenues and increased part (%) of the overall budget has been sourced by own revenues
3. RALGA is capable of handling external support coherently in its strategies and policies (projects, programmes, budgets)
4. RALGA’s strategic plans, annual plans and service delivery plans are in place and describe the priorities of RALGA and the needs of its members
5. Strategies to mobilize resources (human, institutional and financial) are in place
6. RALGA management is able to deal strategically with external pressure and conflicting demands
7. RALGA is capable of integrating external support in an adequate way into their own strategy and operations
8. Learning from within the organisation and from other organisations has taken place
9. RALGA integrates the benchmarking method in its capacity development services to the districts
10. RALGA M-E system is operational and M-E moments are determined and realised
 | * RALGA board minutes
* RALGA strategic plans
* RALGA annual plans
* RALGA financial strategies
* RALGA financial accounts
* RALGA M-E system
* Minutes of RALGA membership consultation meetings and membership evaluation forms / satisfaction and/or needs surveys
* RALGA platform instruments and events
* Benchmark reports
* RALGA training materials on land management and PPPs
* 5C assessment
* Reports RALGA and VNG International experts and staff
 | * Decision making of RALGA is transparent
* Political leadership of RALGA is willing to be open over decision-making to central government and/or to their constituents
* Decision making by political leadership of RALGA takes development objectives into account
* Number, composition and expertise of RALGA secretariat staff is adequate in view of the objectives of RALGA
* Political leadership of RALGA responds adequately to changes in the context and the environment
* The political leadership of RALGA encourages internal learning and reflection
* RALGA identifies and maintains relevant relationships with external stakeholders
* RALGA is accountable to central government and their constituents
* Political leadership of RALGA is capable of maintaining coherence between ambition, vision, strategy and operations
* RALGA’s funding levels (membership fees, development partners’ funding and payment for services) are adequate in view of the objectives of RALGA
 |
| **2** | Increased capacity of 6 pilot districts to participate in PPPs | 1. Expertise of district staff responsible for PPP is adequate in view of the objectives of the district
2. PPP components of District Development Plans and annual plans are carried out and results are achieved
3. PPP strategies and service delivery plans are in place and describe the PPP priorities of the district
4. Learning from other organisations has taken place through benchmarking and study visits
5. The districts are capable of integrating external support in an adequate way into their own PPP strategy and operations
6. Relevant stakeholders have been identified in PPP implementation plans of the districts
7. The districts are participating in coalitions with private sector to achieve development objectives
8. Monitoring and Evaluation moments are determined and realised
 | * District Development Plans
* District annual plans
* District capacity building plans
* PPP strategies and service delivery plans
* PPP contracts
* PPD minutes
* PPP benchmark reports
* Reports on study visits
* 5C assessments
* Coaching plans and reports
* Reports RALGA and VNG International experts and staff
 | * Decision making by political leadership of the district s takes development objectives into account
* Decision making of districts is transparent and political leadership of districts are willing to be open over decision-making to central government and/or to their constituents
* District Development Plans and annual plans are in place and describe the priorities of the district
* Number and composition of district staff is adequate in view of the objectives of the district
* Relationships between politicians and administrative staff of the districts are effective, there are no conflicts of competences
* Funding levels are adequate in view of the objectives of the district
* The political leadership of the districts encourages internal learning and reflection
* Political leadership of the districts are capable of maintaining coherence between ambition, vision, strategy and operations
* Continued conducive institutional environment for the application of gained knowledge
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|  | **Result 1:** The capacity of RALGA to deliver services on land management and PPP to its members and organising platforms for exchange of experiences has been strengthened |
|  | **Activities** |
| **1.1** | Conduct a baseline study of RALGA to assess the capacity gaps in a participatory session with RALGA executive and political leadership  |  |  | * Political stability
* Adequate RALGA staff and board in place
* Conducive national context for implementation of decentralisation
* Collaboration and coordination with other relevant capacity development institutions / agencies
* Members not inhibited to contribute positively their feedback to RALGA
 |
| **1.2** | Train RALGA staff on land management, PPP and benchmark methodology |  |  |
| **1.3** | Coach RALGA to integrate and apply the benchmark method as a capacity development tool to be used when offering (capacity development) services to its member districts |  |  |
| **1.4** | Support the development and distribution of sensitisation and training materials on land management and PPP |  |  |
| **1.5** | Support RALGA to offer training and coaching to district / sector staff in land management and PPP |  |  |
| **1.6** | Support RALGA to implement and improve benchmark sessions on land management and PPP |  |  |
| **1.7** | Coach RALGA on the improvement of its Monitoring and Evaluation System and interpreting member consultation data |  |  |
| **1.8** | Support RALGA to improve the adequacy of training and sensitisation materials on PPP and land management and integrate the training materials in RALGA’s LGI curriculum |  |  |
| **1.9** | Supporting RALGA to develop structures to facilitate exchange of experiences and mutual learning amongst member districts particularly on the topics of land management and PPP |  |  |
| **1.10** | Coach RALGA Board and staff based on individual and institutional needs (including on broadening its resource base and decreasing its donor dependency) |  |  |
| **1.11** | Coach RALGA to integrate externally financed projects into overall RALGA strategy and operations |  |  |
|  | **Result 2:** The capacity of 6 pilot districts to participate in PPPs has been strengthened |
|  | **Activities** |
| **2.1** | Train pilot district officials and local PSF to formulate joint action plans for PPP and implement the PPP objectives as formulated in District Development Plans and annual plans |  |  | * Political stability
* Conducive national context for implementation of decentralisation
* Adequate district staff in place
* Adequate PSF representatives in place
* Collaboration and coordination between private and public sector at both district and central level
 |
| **2.2** | Develop a coaching programme on PPP for pilot district officials |  |  |
| **2.3** | Coach pilot district officials on PPP |  |  |
| **2.4** | Organise a study visit for pilot district officials in charge of PPP |  |  |