RALGA STRATEGIC PLAN

Year period: 2020-2025

September 2020

FOREWORD

The RALGA Strategic Plan 2020-2025 is a fourth generation of its strategic plans. It insists on institutional strengthening, professionalism in local government, customized capacity building and evidence-based advocacy.

This aim requires policy analysis and member participation in RALGA activities. Ultimately, that commands information sharing, proper needs identification, definition of relevant services, implementation modalities, resources mobilization and partners' contributions.

The development of this document considered the following factors; global aspirations such as the Sustainable Development Goals (SDGs), continental agenda (African Union Agenda 2063), regional aspirations, national priorities and orientations as well as cross-cutting areas. These include; gender, climate change, social inclusion; promotion of right based service delivery in local government, sustainable urbanization, environmental protection and disaster shocks.

This strategic plan shall respond to COVID19 pandemic shocks. It will shape the elections in local governments in the beginning of 2021 and it shall mark the celebrations of RALGA's twenty years of existence, come 2023!

I wish to thank RALGA members, partners and Staff for their participation in the elaboration of this Strategic Plan.

I thank the Government of Rwanda for creating conducive environment for RALGA's free implementation of its activities.

 RALGA values your partnerships and friendship for the good of the Rwandans.

Cllr. Innocent UWIMANA
Chairperson of RALGA

Executive Summary

The Rwanda Association of Local Government Authorities (RALGA) is a non-governmental organization. It seeks to promote the interests of local governments in Rwanda through advocacy, representation and capacity building. The ultimate goal is to improve their position within the overall institutional framework of the country by influencing decision-making processes that affect the Local Government.

RALGA's values are; professionalism, innovation, equality, accountability and independence. Its objective is "to assist Local Government entities in achieving their mission, complying with principles of good governance and decentralization".

This Strategic Plan for the period of 2020-2025 builds on the lessons learnt from the implementation of the last Strategic Plan. It integrates the global (SDGs), continental (AU Agenda 2063), regional (EAC Vision 2050) and national (NST1, Governance and Decentralization Sector Strategic Plan, RGB Strategic Plan 2018-2024) aspirations. Above all, it responds to the needs from RALGA members and organs.

It focuses on national orientations from the vision 2050, NST1, Governance and Decentralization Sector Strategic Plan (G&DSSP 2018-2024), Local Government Capacity Development Strategy (LGCDS 2019-2024); District Development Strategies (DDS 2018-2024), and some tools used to measure the level of governance and service delivery in Rwanda (Citizen Report Card-CRC-2019, Rwanda Governance Scorecard-RGS-2019).

To integrate all these aspirations and orientations, we conducted desk review and consultations with RALGA organs, members and partners. We conducted organizational SWOT analysis. This resulted in the definition of the hierarchy of objectives departing from the vision and the general objectives and responsibilities of RALGA that will guide its interventions for the period from 2020 to the year 2025.

The strategic plan devised the strategic objective of "**To build RALGA as a think tank and a platform for professionalism in Local Government Entities through evidence-based advocacy, customized capacity building and quality services to members",** with five priority areas, five specific objectives, eight outcomes, 22 outputs, and 87 activities.

Table 1: Summary of results chain of the strategic plan 2020-2025

	Priority area	**Specific objectives**	**Outcomes**	**Outputs**	**Activities**
Strategic objective: "To build RALGA as a think tank and platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".	Advocacy	To streamline policy analysis and evidence-based advocacy	1a: Strengthened participation of RALGA in socio-economic transformation	2	8
			1b: Improved working environment in LGEs	4	12
	Representation and partnership	To enhance members' representation and partnership	2: Enhanced members' representation and partnership at global, regional and national levels	4	11
	Capacity building	To enhance professionalism in LGEs	3: Enhanced capacity of the members to deliver on their mandate	4	19
	Service delivery	To enhance service delivery to members	4. Enhanced quality service delivery to members	1	5
	RALGA organizational enhancement	To enhance RALGA organs	5a: Enhanced membership and functioning of governing bodies	2	9
			5b: Enhanced structure and operations	3	12
			5c: Enhanced information sharing with members and stakeholders	3	11
Total	**5**	**5**	**8**	**22**	**87**

This strategic plan insists much on the indicators to measure the change occurring from the starting point (baseline) to the target, on the performance measurement framework to guide the whole journey, and on the evaluation of the results achieved.

The total budget of this strategic plan is amounted on 22,890,902,408 Frw. This aims at moving RALGA from the actual status to a consistent change for this planned period, especially in areas of professionalism in LGs and evidence based advocacy.

The whole process of technical and financial work was participatory and this constitutes a guarantee for the success in achieving planned results.

The implementation of this Strategic Plan, which is shaped by three factors namely; the COVID-19 pandemic, elections in Local Governments in the beginning of the year 2021, and the celebration of 20 years of RALGA's existence in 2023 will require increased managerial skills, vibrant leadership, with participation of RALGA members and contribution of partners.

This means that; traditional ways of doing things will change from analogue to digital and technological work, high demand for delivery and internal dynamics towards responsiveness. It is time for networking, communication, coordination and partnerships for more synergy, key to effectiveness and efficiency.

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Abbreviations and acronyms

Abbreviations and acronyms	Naming in full
AAP	Annual Action Plan
AU	African Union
CC	Control Committee
CG	Central Government
CLGF	Commonwealth Local Government Forum
Covid-19	Corona-Virus pandemic
CPAFFC	Chinese People's Association for Friendship with Foreign Countries
CS	Corporate Services
CSDB	Civil Society Development Barometer
D/SG	Deputy Secretary General
EAC	East African Community
EALGA	East Africa Local Government Association
EALGF	East Africa Local Government Forum
EC	Executive Committee
ED	Economic Development
EDPRS	Economic Development and Poverty Reduction Strategy
EU	European Union
GA	General Assembly
GB	Governing Bodies
GDSSP	Governance and Decentralization Sector Strategic Plan
HR	Human Resources
ICT	Information and communication Technology
IDEAL	Inclusive Decisions At Local Level
IEC	Information, Education and Communication
IT	Information Technology
LAN	Local Area Network
LED	Local Economic Development
LF	Local Finance
LGCDS	Local Government Capacity Development Strategy
LGEs	Local Government Entities
LGI	Local Government Institute
LGs	Local Governments
LGSS	Local Government Support Services
LGWN	Local Government Women Network
LODA	Local Administrative Entities Development Agency
MINAFFET	Ministry of Foreign Affairs and International Cooperation
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MoU	Memorandum of Understanding

Abbreviations and acronyms	Naming in full
MPS	Members' Perception Survey
NST1	National Strategy for Transformation 1
PRA	Policy Analysis, Research and Advocacy Unit
PFM	Public Finance Management
PME	Planning, Monitoring, and Evaluation
RALGA	Rwanda Association of Local Government Authorities
RCSB	Rwanda Civil Society Barometer
RDB	Rwanda Development Board
RGS	Rwanda Governance Scorecard
RMB	Rwanda Media Barometer
RMI	Rwanda Management Institute
RRA	Rwanda Revenue Authority
SD	Service Delivery
SDGs	Sustainable Development Goals
SG	Secretary General
SORM	Subsidiary Organs and Resource Mobilization
SWGs	Sector Working Groups
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToT	Trainers of Trainers
TWGs	Technical Working Groups
USAID	United States Agency for International Development
WHO	World Health Organization

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RALGA STRATEGIC PLAN 2020-2025

1. INTRODUCTION

1.1.　　RALGA strategic plans

RALGA Strategic Plan for the year-period of 2020 to 2025 bases its consistency from the needs expressed by its members and staff, from the lessons learnt from the implementation of the last strategic plan; from global, continental, regional aspirations, national orientations and priorities.

The strategic plan adopts the participatory approach as mode of delivery. Members' participation, information sharing, feedback collection, research and policy analysis. It is members-centred, inward and outward looking in capacity building and service provision, and in efficient management of resources. It insists on membership, networks, public relations and communication for the success in advocacy, representation and resources mobilisation.

1.2.　　Methodological approach

1.2.1. Documentary work

RALGA developed the terms of reference to elaborate the RALGA strategic Plan 2020-2025 and hired an external consultant. He conducted desk review to understand RALGA vision, mission, mandate, objectives, responsibilities, membership, organization and functioning. He also referred to the previous strategic plans to have an insight on priority areas and strategic orientations. He reviewed global goals, regional aspirations, national priorities and orientations, RALGA's partnerships and networks as well as various reports.

1.2.2. Consultations

The consultant undertook consultations with RALGA General Secretariat Staff, Executive Committee, Specialized Commissions, local leaders and development partners, and deepened them with RALGA support units and Management. Regular meetings between the consultants and RALGA Management reviewed the work progress and relevant adjustments, before producing the final document.

1.2.3. Strategic framework and logical planning

Data from desk review and consultations provided key information on actual achievements, success and challenges, lessons learnt, strengths, weaknesses, opportunities, threats and indication on possible interventions for the upcoming period. Workshops of RALGA General Secretariat Staff and managers enabled the analysis of these data and came up with the definition of the strategic framework, the results-chain, logical framework of intervention, monitoring

framework, budget of the interventions and implementation arrangement leading to a product document constituting the RALGA Strategic Plan 2020-2025.

1.3. 2020-2025-year period strategic orientation and structure

The present strategic plan devised the following strategic objective: "**To build RALGA as a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members"**, and defined 5 priority areas and 5 specific objectives within which outcomes, outputs, and activities are established.

Those objectives, outcomes, outputs, activities are established from a situation analysis, review of the last strategic plan achievements, RALGA SWOT and stakeholders' analysis; various consultations with RALGA General Secretariat, RALGA Executive Committee and specialized commissions, RALGA members and partners.

2. RALGA Organization
2.1. Historical background

RALGA is a membership organization that brings together local government entities in Rwanda. It has derived its reason for existence from the decentralization process. This meant the transfer of authority, resources, responsibility and accountability from Central to Local Government. The move is within the framework of good political and economic governance as formulated in the long-term country's vision 2020 now reshaped for 2050 aspirations.

RALGA is essentially a backup space for reflection, policy analysis, self-assessment, peer learning, research and feedback for its members. This allows effective capacity building, advocacy and representation.

In March 2001[1], the first elections for Local Government leaders took place in Rwanda, after the adoption of the decentralization policy in 2000. This was a radical administrative reform in Rwanda's territorial administration and governance, after the genocide against the Tutsi in 1994.

In July 2001, local authorities decided to establish an association responsible for promoting their interests through representation, advocacy and capacity building. The Ministry of Local Government supported the initiative and an ad hoc committee composed of 24 people was set up to prepare legal documents, to stimulate districts to become members and to mobilize resources.

The committee visited all districts, towns and the City of Kigali up to May 2002. On July 29, 2002, the interim committee convened the inaugural General Assembly composed of delegates from the 92 Districts, 14 Towns and the City of Kigali mandated by their respective Councils.

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[1] RALGA, 2015

This General Assembly adopted the articles of association, elected the first Executive Committee and appointed the first Secretary General. The Executive Committee was then composed of 12 members, including seven (7) heads of commissions.

On 27th of March 2003, the Ministry of Justice officially registered RALGA as a Non-Governmental Organization with the Ministerial Decree N° 34/11. The Association was officially launched on May 21st 2003, in the presence of Cabinet Ministers, Heads of Mission and diplomatic corps, Ministers of Local Government from the East African countries, delegates from sister associations and development partners. The then Right Honorable Prime Minister, Mr Bernard Makuza, presided over the ceremonies, on behalf of His Excellency Paul Kagame, President of the Republic of Rwanda.

In 2006, RALGA underwent a restructuring following the administrative and territorial reforms that took place in Rwanda in 2005. The number of its members reduced from 107 to 31 because of the merger of former districts and towns. The number of the Executive committee members was also reduced from 12 to 7. The representation to the General Assembly increased from one delegate to 4 per each member.

In April 2013, RALGA revised its articles of association to accommodate the requirements of the new law governing the functioning of non-governmental organizations. This was an opportunity to align these articles of association with the realities prevailing in Local Governments and in the country in general, including the LG landscape and the economic development and poverty reduction strategy (EDPRS).

Accordingly, the number of delegates to the General Assembly increased from 4 to 8 per member to widen the representation of local entities down to village (lowest level of administration) and a new RALGA strategic focus on the second generation of the national Economic Development Program for Poverty Reduction Strategy (EDPRS II). The four areas are decentralization, finances of Local Government entities, local economic development and social development.

On 26 August 2013, RGB granted RALGA with a certificate of compliance in accordance with its existing legal personality N° 034/11, in compliance with law 04/2012 of 17/02/2012 governing the organization and the functioning of national non-governmental organizations.

2.2.   Vision

The vision of RALGA is to have efficient local Government entities where people and stakeholders are involved in development.

2.3.   Values

Table 2: Values of RALGA

Value	Definition
1. Professionalism	RALGA runs a business-like approach, with a staff committed to work to the highest standards, putting a special emphasis on quality, swiftness and confidentiality.
2. Innovation	RALGA will be pro-active and innovate in pursuit of change, looking for new mechanisms and tools to increase the quality of work and services both internally and in local governments in general, particularly simplifying operations by getting rid of unnecessarily complicated bureaucracies.
3. Equality	RALGA will endeavor to eliminate malpractices such as discrimination, corruption, nepotism and undue influence in Rwandan local government in a bid to avoid injustice and imbalance.
4. Accountability	RALGA will seek to remain accountable to its members through its organs, using agreed upon systems and interactions to maintain ownership and trust of the members. RALGA will also encourage and assist them in complying with the principles and laws of accountability.
5. Independence	RALGA is committed to remain independent regarding its opinion statements, and to move towards financial sustainability striving to maximize the impact of its actions through synergies and partnerships.

2.4.   Objective

The objective of RALGA is to assist local Government entities in achieving their mission, complying with principles of good governance and decentralization.

2.5.   Responsibilities

RALGA has the responsibility of representing local Government entities, carrying out their advocacy and capacity building in the following sectors:

1. Policy of decentralization;
2. Increasing finances of local Government entities;
3. Local economic development;
4. Increasing the social welfare.

RALGA is also responsible for strengthening collaboration between Rwanda local Government entities among themselves and with foreign local Government entities.

2.6. Organs

2.6.1. The General Assembly is composed of:

1. Members of the Executive Committee;
2. Members of the Control Committee;
3. Members of Commissions;
4. Members of the Conflict Resolution Committee;
5. Mayor of the City of Kigali;
6. Chairperson of the Council of the City of Kigali;
7. City Manager of the City of Kigali;
8. Mayors of Districts / District Executive Administrators;
9. Chairpersons of Districts Councils;
10. Executive Secretaries of Districts;
11. A representative of Chairpersons of Sectors Councils in a District;
12. A representative of Executive Secretaries of Sectors in a District;
13. A representative of Chairpersons of Cells Councils in a District;
14. A representative of Executive Secretaries of Cells in a District;
15. A representative of Heads of Villages in a District.

2.6.2. Committees

The Executive Committee is composed of:

1. Chairperson of RALGA;
2. First Deputy Chairperson;
3. Second Deputy Chairperson;
4. Commissioner in charge of decentralization;
5. Commissioner in charge of finance of local Government entities;
6. Commissioner in charge of local economic development;
7. Commissioner in charge of social welfare development;
8. Secretary General of RALGA (Ex Officio)

The Executive Committee is the administrative organ in charge of ensuring the implementation of activities of RALGA. It is assisted by the four commissions namely; commission in charge of decentralization; commission in charge of finance of local Government entities; commission in charge of local economic development and the commission in charge of social welfare development. Each Commissioner heads a commission comprising of four members appointed by the Executive Committee.

Control Committee:
It comprises of three (3) persons including its Chairperson. The Control Committee ensures that organs function in compliance with the law and regulations. It reviews also audit findings and reports to the General Assembly.

Conflict Resolution Committee:
It comprises of ten persons elected following their experience and integrity. Its responsibility is to resolve any dispute that may arise within RALGA organs or among its members.

2.6.3. General Secretariat
It comprises of the Secretary General, the Deputy Secretary General and technical staff and assists the Executive Committee in the implementation of the programs of RALGA.

2.7. Nature of functions and services rendered by RALGA
Table 3: Categorization of RALGA Services to members[2]

Common services	Club services (on demand)	Individual services (on demand)
• Advocacy • Representation • Networking •Platforms for exchange and mutual learning	e.g. of services: • Recruitments •Training courses • Curricula development • Administrative development systems Etc.	e.g. of services • Organizational assessments • Manuals development • Consultancy services

➢ Common services are those for which there is no efficient and cheap way to exclude the non-payers from the benefits of them
➢ Individual services are those that are requested individually and could be paid individually
➢ Club services are those that are not common but could be requested by more than one client

3. Situation analysis
3.1. External environment

This strategic plan is informed by global, continental regional and national strategic orientations that include sustainable Development Goals (SDGs), African Union's Agenda 2063, EAC Vision 2050, Rwanda Vision 2050, National Strategy for Transformation 2017-2024 (NST1), Governance and Decentralisation Sector Strategic Plan, Citizen Report Card (CRC), Rwanda Governance Scorecard (RGS), Rwanda Governance Board Strategic Plan 2018-2024, Local Government Capacity Development Strategy (LGCDS), District Development Strategy (DDS).

[2] Adapted from RALGA Strategic Plan 2015-2020 P.25; RALGA Financial Sustainability (Nov 2013), P.12

3.1.1. Global, continental and regional orientations

a) Sustainable Development Goals (SDGs)[3]

The global indicator framework was developed by the Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs) and agreed to, as a practical starting point at the 47th session of the UN Statistical Commission held in March 2016. The report of the Commission, which included the global indicator framework, was then taken note of by ECOSOC[4] at its 70th session in June 2016. The global indicator list is contained in the Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1). The 230 indicators correspond to 17 goals and their 169 targets with reference to UN General Assembly resolution 68/261.

RALGA entered in partnership with Commonwealth Local Government Forum (CLGF) since 2015 to localize SDGs in Rwanda through "Strengthening local governments' role as a partner in development" (a European Union –EU- funded project). The engagement has been successful with all key stakeholders involved in the SDGs localisation process in Rwanda, namely the Ministry of Local Government and the Ministry of Finance and Economic Planning at Central Government level, all key decision makers at local level including District Council Bureaus, members of District Executive Committees, as well as key District Executive Secretariats. The project was implemented in the framework of the process to develop District Development Strategies (DDSs) for 2017/18-2023/24 which also included the component of SDGs localisation. RALGA will continue to support LGs to localise and report on SDGs indicators with disaggregated data as stipulated in UN General Assembly resolution 68/261) and make this a culture for its own activities. It is intending to become a *"Global Competitive Centre for SDGs localization in Local Governments".*

b) AU Agenda 2063[5]

African Union Agenda 2063 is constituted of 7 aspirations with 20 goals and 40 indicators. They express an Africa that is united, peaceful, prosperous, with good governance and democracy, cultural identity, people-driven development, strong and resilient and influential global player and partner.

RALGA is committed to be a platform for LGs to make a strategic thinking and come up with actionable strategies to improve their working environment and conditions, and develop networks for unity and productive partnerships. RALGA will constantly provide its contribution

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[3] Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1)
[4] ECOSOC means Economic and Social Council, a UN subsidiary body responsible for the direction and coordination of the economic, social, humanitarian and cultural activities carried out by the United Nations
[5] OVERVIEW OF ASPIRATIONS, GOALS AND PRIORITY AREAS OF AGENDA 2063

towards those aspirations and measure the level of progress by verifying how linked indicators are attained.

c) EAC Vision 2050 Aspirations[6]

The EAC is comprised of five Partner States: The Republics of Burundi, Kenya, Rwanda, Uganda and The United Republic of Tanzania. These states build their vision 2050 on the aspirations of the East Africans that will enable the realization of the desired state. The 14 aspirations are stressing development, transparency, partnership, free movement and socio-economic transformation RALGA already joins these aspirations and will ensure that they are integrated in its interventions and those of its members.

3.1.2. National orientations
a) Vision 2050

Rwanda's Vision 2050 aspirations are quality of life especially about universal access to health care and services, quality education, financial services; modern infrastructure and livelihoods about public and private efficient services. Strategic documents of Local Governments reflect these aspirations, and RALGA has the responsibility to assist them to achieve their mandate.

b) National Strategy for Transformation (NST1)

NST1 has three pillars that RALGA embraces at a whole due to the nature and mandate of the entities that it represents (Local Governments).

Economic pillar:

- Priority area 1: Create decent and productive jobs for economic development;
- Priority Area 3: Establish Rwanda as a Globally Competitive Knowledge-based Economy; Priority Area 5: Increase domestic savings and position Rwanda as a hub for financial services to promote investments.

Social Transformation Pillar:

- Priority Area 1: Promoting resilience and enhancing graduation from poverty and extreme poverty;
- Priority Area 3: Enhancing demographic dividend through ensuring access to quality health for all.

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[6] http://hdl.handle.net/11671/567. Downloaded from EAC IRC Repository, East African Community's institutional repository

- Priority Area 4: Enhancing the demographic dividend through improved access to quality education,

Transformational Governance:

- Reinforce Rwandan culture and values as a foundation for peace and unity (Priority area 1);

- Ensure safety and security of citizens and property (Priority area 2);

- Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development;

- Strengthen Capacity, Service delivery and Accountability of public Institutions (Priority area 5);

- Increase citizens' participation, engagement and partnerships in Development (Priority area 6); and

- Cross cutting areas especially capacity building and regional integration and international positioning.

Local Governments implement policies and strategies from Central Government. It is the responsibility of RALGA to assist Local Government entities to achieve this mandate.

c) **Governance and Decentralization Sector Strategic Plan-G&DSSP- (2018-2024)**

The G&DSSP stresses eight priority areas to ensure services and related resources are decentralized to LGs. This already constitutes an opportunity for RALGA to enter the process and ensure effective implementation of the decentralization policy in LGs.

The 8 priority areas are the following:

1. Participation, Empowerment and Inclusiveness
2. Accountability and Transparency
3. Service Delivery
4. Fiscal and Financial Decentralization
5. Local Economic Development
6. Sectoral Decentralization
7. Capacity Development for transformational governance
8. Values and Home Grown Solutions for transformational governance

All of these priority areas are clearly stated or embedded in the statutes of RALGA. The Association has the statutory responsibility to achieve them or to advocate for their achievement (article 4 vision, article 5 –objective-, article 6-responsibilities-).

d) Local Government Capacity Development Strategy (LGCDS)

LG CDS places RALGA in an important position of local government capacity development to provide its contribution in processes coordination, in strengthening their delivery and assisting LGEs to diagnose capacity needs and manage programs that address them. The strategy elaboration process involved RALGA at different steps of consultations and validation, and it is the right moment to plan how it will fulfil these assignments.

e) CRC[7], RGS[8], RGB strategic plan 2018-2024[9]

Citizen Report Card (CRC) is a tool developed and used by the Rwanda Governance Board (RGB) to collect and produce feedback from citizen in fifteen sectors grouped into three pillars (Social, Economic and Governance).

Similarly, the Rwanda Governance scorecard (RGS) is a national Index published by the Rwanda Governance Board (RGB) to assess consistently the state of governance.

RGB uses these two instruments to gauge key indicators defined in governance and service delivery widely used by institutions and services in Rwanda. RGB used the values of those indicators to serve as baseline and projected targets for its Strategic Plan 2018-2024. RALGA borrowed and used these values for results necessitating the measurement by similar indicators.

f) District Development Strategy (DDS)

DDSs are strategic documents that guide the future development of local governments. They cover the period from 2018–2024. DDSs are aligned with NST1 and strongly prioritize the development of the economic sector, social transformation, and transformational governance. LGs will require better institutional, organizational and individual capacity in order to implement the DDSs, with specific focus on strengthening human resources. RALGA as the umbrella organizations of districts and the City of Kigali will facilitate LGs in that long journey.

3.2. Internal environment

In general, RALGA becomes a stable and strong organization due to its history, mission, culture and achievements. The historical background indicates that RALGA evolved in the line of the needs of the members and adapted the local government environment changes. Members find RALGA as an open space for reflection and idea exchange, especially for some situation that they cannot talk immediately with Central Government institutions but for which they can expect the advocacy. This trust confers the powers upon RALGA to position itself.

RALGA organs and commissions meet regularly as provided by regulatory frameworks. However, due to insufficient time some statutory meetings take, members wish that they are

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[7] Rwanda Governance Board (RGB), 2019. *Citizen Report Card (CRC)*
[8] Rwanda Governance Board (RGB), 2019. Rwanda Governance Scorecard.
[9] Rwanda Governance Board (RGB), 2018. RGB Strategic Plan 2018-2024

focused on key themes. These themes need preparatory analytical work through specific forums to enable the collection of different views of the members.

RALGA has an unequaled chance of having an office with its own buildings, land and property. However, there is a need for their efficient management to minimize associated costs.

The financial status indicates that membership contribution fee stands between 50 and 60% of the total funds used during the last four years of operations. This is due to its capacity of mobilizing external funds. Analysis indicated that RALGA could improve its financial management by entering in consultation with its members to apply efficient models of management including their participation in cost sharing while implementing some activities. These could be, for example, capacity building –induction and short courses-, increasing members' contribution for some identified essential services to be delivered, and total funding of essential services which could be delivered in form of consultancies.

In this way of doing, RALGA will earn much funds for extended and sustainable operations once external funds are limited. RALGA will also mobilize funds through proposals submitted to its development partners and MoU it would conclude to support Central Government in implementation of decentralization process and local government capacity development strategy.

Advocacy and representation need more evidences to be effective. It shall require fully dedicated staff, contrary to the current situation whereby some key staff manage externally funded projects. This calls for permanent specialists to assist in those functions.

Capacity building needs to be streamlined to help RALGA become a platform for professionalism in LGEs. Consultations with various members indicate that recruited staff need an accompaniment with induction and short courses linked to the needs of LGEs for performance. This applies also to elected leaders. To respond to this eminent call, RALGA would re-organize its forms of capacity building delivery and enhance this service in terms of appropriate structure, programs, and mode of delivery with required experts and synergy with Central Government.

Members highly appreciate the recruitment services provided by RALGA. They indicate how they minimized risks and promoted transparency compared to the ancient period where districts handled recruitment at their own. Though this is not part of essential services for RALGA, members expressed the wish for RALGA to provide other specialized services since it knows better the local government environment and working conditions of their staff than other stakeholders involved in that area.

Members also indicate that RALGA does not have enough information on what is happening in local government sphere, and wish that the mode of contact, the communication system and the way of localized needs identification could improve.

RALGA structure would be adapted to actual needs of operations. The implementation of the last strategic plan was hampered by limited expertise in the field of policy analysis and production of required evidences for effective advocacy.

With the enhancement of the Local Government Institute (LGI) as RALGA's wing to provide customized capacity building to LG leaders and Staff, its management will require increased resources and a number of experts.

3.3. Last Strategic Plan (2015-2020)[10] achievements and lessons learnt

The last strategic plan built around 5 outcomes:

- Further decentralized public services to the levels as closer as possible to citizens and accompanied with corresponding resources and capacity for their implementation,

- Increased resources and capacity in public finance management for Local Governments,

- Strengthened business environment through regulatory reform to spur local economic development,

- National and local social welfare development programs are effectively implemented by LGs,

- Increased RALGA's capacity to provide to its members quality services in accordance with their needs.

3.3.1. Achievements

In regard with further decentralized public services to the levels as closer as possible to citizens and accompanied with corresponding resources and capacity for their implementation, RALGA engaged its members and relevant stakeholders through consultations in identifying key issues affecting the implementation of decentralized responsibilities, and to analyze them as a way of gathering evidence for advocacy.

It also carried out specific studies and researches including State of Elected Local Councillors & Constituency Interactions in Rwanda: Implication for Accountable Local Governance; The dynamics of direct citizen participation in Rwandan local governance between the period 2009 to 2016"; "*Local Government Working Environment and Staff Satisfaction and Performance: Opportunities and Challenge"*.

RALGA organized workshops, community and national policy dialogues, and published around the identified issues and some improvements occurred, leading to the development of a standard Competency Framework for Local Government in partnership with MIFOTRA. It aimed at ensuring that; all urban and rural districts have competency framework models which they fully own. Through its advocacy, the Government initiated an IT solution (MINALOC/RISA) that will enable the coordination of interventions from Central Government institutions and agencies. RALGA upgraded the content of the Local Government Induction Manual into a Councilors' Handbook. RALGA staff published peer-reviewed articles on decentralization and accountable local governance practices/experiences in Rwanda.

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[10] RALGA, 2015

This outcome concentrated much on the improvement of frameworks hindering the further decentralization of public services to the levels as closer as possible to citizens.

In regard to "*Increased resources and capacity in public finance management for Local Governments*", RALGA organized, every twice a year, workshops of the district financial managers and stakeholders to review LG's revenue targets and local government PFM. RALGA became a permanent member of the fiscal decentralization steering committee and contributed accordingly. RALGA collaborated with MINECOFIN and provided trainings in areas of PFM in LGEs.

In relation with "*strengthened business environment through regulatory reform to spur local economic development*", RALGA carried out assessments of existing frameworks and stimulated to put in place others, evaluated LED initiatives in place, and implemented some capacity building interventions aimed at improving the business environment. RALGA noted the existence of a national LED strategy that creates a high level of conducive environment for local economic development initiatives.
RALGA documented and developed the potentialities of all districts and their branding and marketing strategies and highly worked on Gender Budget Statement and Gender Responsive Budgeting as key to sustainable local economic development.

In capacity building, RALGA carried out interventions aiming at improving the capacity of local government leaders and staff. They included induction courses, trainings, and specialization in local governance studies. RALGA designed, printed, and distributed to local authorities various tools such as; a new edition of the booklet on land law, RALGA Guide on LED; LED self-assessment tools; toolkit handbook on effective design of participatory and pro-poor detailed city development master plans for secondary cities districts among others.

In regard with "*national and local social welfare development programs are effectively implemented by LGs*", RALGA conducted sensitisation meetings, policy dialogues and lobby. Key achievements included; gender responsive planning, budgeting and reporting integration in targeted district plans. RALGA contributed to the drafting of ministerial instructions determining the functioning of health committees of health facilities organized by the Ministry of Health (MoH). RALGA was admitted as a member of the social protection sector working group and established the Local Government Women Network (LGWN). RALGA also conducted a study on local government working environment, staff performance, opportunities. The findings were shared with the members and policy making institutions to inform policy and other reforms in LGs.

In regard with "*increased RALGA's capacity to provide to its members quality services in accordance with their needs*", RALGA's internal capacity was strengthened through regular statutory meetings which decided on all relevant matters. RALGA also initiated the Member

Perception Survey (MPS), a survey to assess the members' perception of RALGA's performance vis-à-vis its mandate of representation, advocacy, capacity building, and service delivery so that forthcoming interventions shall respond to the needs of the members.

RALGA organized peer learning sessions and international study visits for learning and experience sharing. RALGA also conducted structured trainings including; transformational Local Governance Program, induction courses; masters' degree in Local Governance Studies. RALGA strengthened technical forums to focus on the members for responsiveness and accountability. RALGA professionally provided recruitment services to members and participated into different sector working groups. RALGA strengthened and strategically enhanced collaboration and networking with national and international partners.

RALGA General Secretariat installed broadband internet with videoconferencing equipment. It developed systems and tools for capacity building. The Local Government Institute was established to streamline capacity building in LGEs and developed relevant materials. The Secretariat improved on the visibility through communications, social and classic media, networking and public relations. It also improved on production and distribution of branding and marketing materials.

3.3.2. Lessons learnt

a) Member Perception Survey is powerful tool to indicate the members' satisfaction with the interventions of RALGA. It is important to sustain it by conduct the same activity at least every two years.
b) Relying essentially on external funds to achieve core functions is risky (mainly capacity building and evidence based advocacy) due to their irregular availability and limited geographical scope of interventions
c) Involvement of membership in various interventions (services, capacity building) may reduce costs and increases the ownership of achievements and shared responsibility
d) Hiring venues for capacity building activities is very expensive and not sustainable. RALGA should have its own dedicated infrastructure as capacity building is among its core responsibilities
e) Staff recruited for project implementation concentrated more on related activities and did not have ample time for other assigned core duties of the organization. RALGA should have skilled and fully dedicated staff to perform core activities.

3.4. SWOT analysis

This analysis links with the previous ones, especially the internal environment analysis and the achievement of the last strategic plan in the matters of strengths and weaknesses. It also links with the external environment analysis and with the achievements of the last strategic plan in the sense of opportunities and threats. The logical arrangement indicates to which area they belong.

This allowed us to define priority areas of intervention and derived specific objectives orienting the course of action in this strategic plan.

Table 4: SWOT analysis

Strengths	Weaknesses
• An independent private institution locally generated and recognized by the Central Government to advocate for LGEs • Trusted channel by members and partners to advocate for LGEs • Capacity to influence some policies • Determination of the members to enhance the organization • Capacity to mobilize members to solve organizational issues • Capacity to engage on issues faced by LGEs while implementing government policies • Efficiency in provision of services to members (e.g.: recruitment of LG staff) • Credibility in partnership as recognized by its collaborators • Possession of own offices building (head office) and land for investment	• Imbalance in representation of all layers of RALGA members in various organs and commissions • Limited reach and communication with all members and partners • Limited information on what is happening in LGEs and their needs • Insufficient analysis of members' issues • Insufficient participation of members in dealing with organization's business • Limited evidence to effectively advocate for LGES • Insufficient accompaniment of LGs in the process of decentralization • Incomplete structure to carry out all needed functions • Limited human and financial resources • Lack of adequate infrastructure and systems to provide customized capacity building to LGEs • Limited exposure of LGEs Officials to benefit from external experience • Insufficient information management system and documentation
Opportunities	Threats
• Support, recognition and trust by the Government and partners to advocate for LG entities • Members' commitment to make RALGA a big voice to advocate for them • Trusted as an open and free space for reflection and exchange among members • Appreciation of RALGA's professionalism in service provision (e.g staff recruitment) • LGCDS positioning strategically RALGA in capacity building for LGEs • "open governance" space for accountability in LGES with IT systems and infrastructure • Networks and partnerships placing RALGA as a global, continental and regional actor	• Perception from some partners and members of RALGA as MINALOC department or government agency • Increased turn-over in LGEs and inadequate response in terms of recruitment and capacity building • Lack of clear framework for sectoral and fiscal decentralization • Global pandemics and economic shocks affecting RALGA's external funding

The holistic analysis of strengths, weaknesses, opportunities, and threats orient RALGA interventions to strategic actions:

- strengthening RALGA organization (functioning, autonomy, accountability and sustainability) to remain relevant;
- Engaging RALGA organs and members in solving their issues and involvement in organizational activities for ownership and effectiveness;
- Streamlining the advocacy function to deepen decentralization with conducive environment in LGEs;
- Ensuring customized and professional capacity building towards professionalism in LG;
- Quality service delivery, use of information and technology for accountability;
- Developing strategic networks and partnerships for synergy and efficiency.

3.5. Stakeholders' analysis

RALGA as a membership organization is open to networks and partnerships aiming at accelerating sustainable development through good governance, decentralization, social and economic transformation. This analysis enables RALGA to map actual stakeholders in regard of their responsibilities, to identify opportunities they represent, and to build strategic and productive partnerships that will help in implementing key interventions within this strategic plan. It will also help to think big about resources mobilization and discovery of new partners.

Table 5: Stakeholders' analysis

SN	Name of stakeholder	Actual number	Brief description	Opportunity for RALGA
1	LGES	27 districts, 1 City of Kigali (including all sub CoK and Sub-district administrative entities)	Development and governance actors. They implement Government policies and programs. They provide services to citizens, ensure community mobilization and participation, solidarity and cooperation with other entities	Owners of RALGA, they define its course of action. They are exclusive beneficiaries of its services, providers of evidence for advocacy, pay membership fees and other cost-sharing related fees
2	MINALOC	1	Ministry in charge of Local Government. Responsible for governance related policies, including decentralization. Custodian of capacity development for LGs	Strong partner for RALGA. Trusts RALGA to advocate and represent LGEs, authorizes local authorities to participate into RALGA's activities both in and out of the country
3	MINECOFIN	1	Ministry in charge of finance and planning. Chairs the Fiscal Decentralization Steering Committee, responsible for Public Finance Management including local PFM	Approves LGs contributions and membership fees to RALGA from their budget. Recognizes RALGA as actor in local PFM, member of FDSC, entrusts RALGA to drive the localization of SDGs in LGs
4	MINAFFET	1	Responsible for foreign affairs and international cooperation.	Supports RALGA international relations, cooperation and memberships.

SN	Name of stakeholder	Actual number	Brief description	Opportunity for RALGA
5	National Parliament	1	Controls the action of Central and Local Governments	Need to build strong ties for advocacy and to participate to hearing of LGs and better get issues they face
6	RDB	1	Coordinate nationally capacity development funds	Advocacy to provide capacity building funding to LGEs with transfer of required resources through RALGA
7	RMI	1	Partner of RDB in providing capacity building services at national and local level	Sharing responsibilities in capacity development in LGEs
8	LODA	1	In charge of development of LGs and related budget	Joint support to LGEs and RALGA infrastructure development funding
9	Private sector	1 with 9 umbrellas	Private economic operations	Can use PPP approaches in supporting LGs to implement LED
10	Development sectors	15	Develop sector strategic plans and coordinate their implementation by various stakeholders	Advocacy and representation through Sector and Technical working Groups (SWGs, TWGs)
11	VNG international	1	-Support specific activities related to RALGA functions	Lasting partnerships and institutional support through various projects: LGCP, IDEAL
12	German Cooperation		RALGA's strategic and key partner. Actor in governance and decentralization, supports capacity building for LG.	Support to RALGA's Local Government Institute, capacity building interventions, local government women network
13	LG networks and memberships	4	CLGF, UCLGA, EALGA: Umbrellas of LG associations in the Commonwealth, Africa and East Africa respectively	Support RALGA's advocacy and representation roles.
14	Foreign LG Associations	7	ULGA, ALAT, ABELO, Kenya, SALGA, LOGAZ, NALAG	Experience sharing
15	European Union	1	Support local economic development in Rwanda	Good partnerships with RALGA. Supported RALGA in LED. Possibility of support as COVID19 and territorial approach for local development
16	CLGF	1	Brings together Ministries in charge of LG and LG Associations in the 54 Commonwealth countries	Close collaboration and strategic partnerships. Support and synergy in advocacy, capacity building and resources mobilization
17	ICLEI	1	Global network of LG for sustainability	Advocacy and capacity building in climate change and SDGs
18	CPAFFC	1	Good partnership with RALGA	Support to LGI and RALGA
18	USAID	1	Actors in Local governance, LED and capacity building	Partnerships in LGs institutional capacity strengthening

4. STRATEGIC FRAMEWORK

4.1.　　Strategic objective

The present strategic framework builds on RALGA statutes (mandate and responsibilities); outcomes from various consultations (with RALGA members, RALGA organs and partners); SWOT analysis; and alignment with global, continental, regional and national orientations. The analysis of the information provided by the above-stated sources enabled to determine the strategic objective of the Strategic plan.

Based on RALGA statutes, we defined priority areas of interventions. Information from various consultations, SWOT analysis, and alignment with global, continental, regional and national orientations enabled to define specific objectives by priority areas, outcomes by specific objectives, outputs by outcomes, and activities within the outputs.

This strategic framework builds on the overarching goals of RALGA. It is articulated on the strategy to contribute to achieving RALGA mission towards the vision at the high level; and how the strategy will guide the interventions at lower levels.

The strategy defined after a series of analyses, designed as the strategic objective for the present strategic plan, is "***To build RALGA as a think tank and platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".***

4.2.　　Priority areas, specific objectives and related outcomes

The strategic objective is "**to build RALGA to as a think tank and platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".**

It has five priority areas with five corresponding specific objectives.

Outcomes are defined by specific objective.

The logical chain is viewed with following table:

Table 6: Strategic objectives, priority areas, corresponding specific objectives and outcomes

	Priority area	Specific objectives	Outcomes
Strategic objective: "To build RALGA as a think tank and a platform for professionalism in LGEs through evidence-based advocacy; customized capacity building and quality services to members".	Advocacy	To streamline policy analysis and evidence-based advocacy	1a: Strengthened participation of RALGA in socio-economic transformation
			1b: Improved working environment in LGEs
	Representation and partnerships	To enhance members' representation and partnerships	2: Enhanced members' representation and partnerships at global, regional and national levels
	Capacity building	To enhance professionalism in LGEs	3: Enhanced capacity of the members to deliver on their mandate
	Service delivery	To enhance service delivery to members	Enhanced quality service delivery to members
	RALGA organizational enhancement	To enhance RALGA organs	5a: Enhanced membership and functioning of governing bodies
			5b: Enhanced structure and operations
			5c: Enhanced information sharing with members and stakeholders

5. RESULTS CHAIN

To achieve each specific objective, outcomes are defined within them. This enables a cascading definition of related outputs and activities. This is what is termed "Results chain".

Results Chain is a visual depiction of the logical relationships that illustrate the links between inputs, activities, outputs, and the outcomes of a given policy, program or project[11] .

This is explained by subsequent links and will be further viewed with a graphic representation.

The strategic objective is expressed in terms of achieved status by what is called "**goal**". Thus, the goal of our interventions is *"**RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members"**.*

Outcomes link with this goal to ensure that it is attained. Each link of activities and outputs to an outcome can be considered as a sub-results chain, and the present has eight sub-results chains.

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[11] Global Affairs Canada, 2018. Results-Based Management for International Assistance Programming

5.1. Sub-results chain of the Outcome 1a: Strengthened participation of RALGA in socio-economic transformation

This outcome expresses the alignment of RALGA with NST1, global, continental, and regional aspirations through analysis of policies and provision of positions for continuous improvement of socio-economic transformation.

The outcome has two outputs. The first or 1a.1; **"*RALGA evidence-based advocacy for effective policy influence"*** expresses the process through which; RALGA will get sufficient data/information to back the position to be the go-to voice. The second or *1a.2 "Lobby with various organizations and agencies broadened through networks to get support in advocacy"* expresses the tactics that RALGA would use to be successful in advocacy.

Activities under each output detailed how the process will be completed. Inspirations came from the statutes of RALGA on its responsibility of advocacy for local government entities (article 6), RALGA Advocacy and Stakeholder Engagement Strategy (ADSES)[12] and Assignment Report, Practical recommendations for RALGA's advocacy[13].

Activities by outputs are detailed below.

Output 1a.1: *RALGA evidence-based advocacy for effective policy influence***.** It is comprised of the following activities:

1a.1.1. Identify policies in application in LGEs
1a.1.2. Document with evidences actual status of policies in application in LGEs: Achievements, issues and approaches
1a.1.3. Check on a regular basis the members' interests, needs on the issues, and link them with those of decision-makers for policy process influence
1a.1.4. Keep gathered information in "Documentation Centre" or "LG Profile Centre" for further processing and analysis
1a.1.5. Come up with a position to be the go-to voice to CG for Local Government issues
1a.1.6. Analyze the positions for impact and urgency

Output 1a.2: *Lobby with various organizations and agencies broadened through networks to get support in advocacy.* It is comprised of the following activities:

1a.2.1. Carry out stakeholders' analysis on the priority themes of RALGA
1a.2.2. Operationalize the strategic alliance networks

5.2. Sub-results chain of the Outcome 1b: Improved working environment in LGEs

This outcome contributes to the achievement of the responsibilities of RALGA as stipulated in its Statutes (article 6):
- capacity building in Policy of decentralization;

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[12] RALGA, 2018. RALGA Advocacy and Stakeholder Engagement Strategy (ADSES)
[13] VNG International, 2020. Assignment Report, Practical recommendations for RALGA's advocacy

- Increasing finances of local Government entities;
- Local economic development,
- Increasing the social welfare.

It also expresses the alignment of RALGA with Governance and Decentralization Sector Strategic Plan (G&DSSP) for the year period of 2018-2024 in its priority area 6 (Sector decentralization), priority area 5 (Local economic development-LED-), priority area 4 (Fiscal and financial decentralization). The outcome has 4 outputs under which activities are defined:

Output 1b.1: *Implementation of sectoral decentralization process monitored to inform needed improvement*. It is comprised of the following activities:

1b.1.1. Document actual status of decentralization: key achievements, issues and approaches
1b.1.2. Analyze the functioning of decentralized functions and identify those still to be decentralized, and advocate accordingly
1b.1.3. Analyze the level and way decisions made by the sector decentralization steering body are implemented and provide advices
1b.1.4. Advocate for pending issues on sectoral decentralization
1b.1.5. Advocate for the development of Cell capacities to serve as the local centre of services.

Output 1b.2: *Vibrant local economies developed to contribute to jobs creation and to the national economy*. It is comprised of the following activities:

1b.2.1. analyze the attractiveness of conditions to investments and skills for local economies
1b.2.2. Advocate for/ Facilitate public private partnerships projects proposals to exploit existing economic potentialities/opportunities in LGEs
1b.2.3. Identify capacity gaps for LGEs officials and staff and advocate for their empowerment through skills and tools to drive local economic development.

Output 1b.3: *LG revenue mobilization and management improved for self-reliance.* It is comprised of the following activities:

1b.3.1. Analyze fiscal transfers and advocate for their increase
1b.3.2. Advise LGEs to broaden local revenue base through local economic growth and to maximize local revenue potential
1b.3.3. Identify, analyze and advocate for issues related to PFM in LGEs
1b.3.4. Contribute to the development of capacities of staff in Public Finance Management in LGEs.

Output 1b.4: LG *social development framework strengthened for transformative adequate service delivery*. It is comprised of the following activities:

1b.4.1. Identify, analyze and advocate for the enabling policy and legal/regulatory framework to facilitate social development in LGEs
1b.4.2. Identify delivery gaps for LGEs officials and staff and advocate for their empowerment through skills and tools to drive social transformation

5.3. Sub-results chain of the Outcome 2a: Increased members' representation and partnership at Global, regional and national levels.

This outcome contributes to the achievement of the responsibilities of RALGA as stipulated in its Statutes (article 6) to represent local government entities. RALGA is also responsible for strengthening collaboration between Rwanda local government entities among themselves and with foreign Local Government entities. The outcome has four outputs under which activities are defined:

Output 2.1: *Representation in various opportunities effectively done by RALGA.* It is comprised of the following activities:

2.1.1. Build representation skills within RALGA,
2.1.2. Establish mechanisms to interact with members and collect their views,
2.1.3. Participate in sector, technical working groups and other opportunities requiring representation of LGEs
2.1.4. Strengthen the international relations
2.1.5. Assess continuously RALGA member's representation outcomes.

Output 2.2: *Strategic ties with national and international bodies and partners established for RALGA visibility and efficiency.* It is comprised of the following activities*:*

2.2.1. Classify all potential stakeholders (stakeholder analysis)
2.2.2. Establish collaboration with potential stakeholders (Strategic Government institutions, NGOs, regional & international organization etc…)
2.2.3. Document the level of decentralization, LED and social welfare in LGEs
2.2.4. Share achievements and experience with stakeholders, foreign LG affiliations and sister foreign LG Associations
2.2.5. Establish the sustainability measures of localizing SDGs and regional aspirations
2.2.6. Stimulate twinning and partnerships between Rwanda LGs and Foreign LGs.

Output 2.3: *National LGEs cooperation is improved through exchange of experience.* It comprises of the following activities:

2.3.1. Identify and document good practices in LGEs
2.3.2. Organise peer-learning activities among LGES around good practices.

5.4. Sub-results chain of the Outcome 3: Enhanced capacity of the members to deliver on their mandate.

This outcome contributes to the achievement of the responsibilities of RALGA as stipulated in its Statutes (article 6) in terms of capacity building. It expresses the alignment of RALGA with Local Government Capacity Development Strategy (LGCDS) contribution in processes coordination, strengthening their delivery and assisting LGEs to diagnose capacity needs and manage programs that address them. The outcome has three outputs under which activities are defined:

Output 3.1: *Capacity development for LGEs institutionalized in RALGA.* It comprises of the following activities:

3.1.1. Develop RALGA capacity building strategy
3.1.2. Develop a system to regular update the identified capacity building needs to members
3.1.3. Participate in the establishment of benchmarking system for harmonization and quality of capacity building in LGEs

Output 3.2: *A center for capacity development established to perfect LGEs' Officials and Staff in skills and values.* It comprises of the following activities:

3.2.1. Update the LGI's architectural plan
3.2.2. Develop LGI's business plan and organizational structure
3.2.3. Mobilize funds for the construction of LGI premises
3.2.4. Construct LGI premises.

Output 3.3: *Capacity development in LGEs delivered in line with LGES' needs and quality assurance.* It comprises of the following activities:

3.3.1. Engage LGEs to carry out capacity needs assessment, develop related intervention plans and provide needed resources
3.3.2. Develop induction courses and short courses' training manuals for LGEs and related delivery mode and approaches
3.3.3. Provide regular induction courses and short courses to LG members and other capacity building programs
3.3.4. Provide training to District staff with particular specificities.
3.3.5. Conduct regular surveys for the outcomes of the capacity building interventions provided in LGEs

Output 3.4: *Local Government Women Network (LGWN) strengthened to mentor women in LGEs.* It is comprised of the following activities:

3.4.1: Update and implement the LGWN strategic plan
3.4.2: Update the LGWN internal rules and regulations
3.4.3: Organize annual general assembly
3.4.4: Monitor the functioning of the LGWN
3.4.5: Organize professional internships for women in LGs
3.4.6: Organize and provide the mentorship program for women in LGs.

5.5. Sub-results chain of the Outcome 4: Enhanced quality service delivery to members

This outcome contributes to satisfying requests from RALGA members for services to be provided and aligns RALGA with G&DSSP 2018-24 in its priority area 3 (Service delivery), with Rwanda Governance Strategic Plan 2018-2024 in its priority area 1 (Quality service delivery), outcome 1: Culture of quality service delivery built in public sector, private sector and civil society organizations. It will also contribute to satisfying the findings on Member's Perception Survey (MPS) regularly carried out by RALGA.

The outcome has two outputs under which activities are defined:

Output 4.1: *Quality Service culture enhanced in RALGA.* It is comprised of the following activities:

4.1.1. Analyze services that RALGA can provide to LGEs and other requested by LGES
4.1.2. Develop RALGA guiding manual for services to deliver to LGEs
4.1.3. Provide professional services to the members in conformity with guiding manual.
4.1.4 Provide technical specialized services to the members.
4.1.5. Digitize services rendered by RALGA to its members

5.6. Sub-results chain of the outcome 5a: Enhanced membership and functioning of governing bodies

This outcome addresses weaknesses related to insufficient involvement of members in dealing with RALGA's organizational issues, imbalance in representation of all layers of RALGA members in various organs and commissions, information sharing, and in making decisions that are beneficial to all members. It also provides tactical solutions to limited number of experts (lessons learnt from last Strategic plan implementation) by involvement of membership in various activities of RALGA. Furthermore, the outcome expresses the alignment of RALGA with Governance and Decentralization Sector Strategic Plan (G&DSSP) for the year period of 2018-2024 in its priority area 1 (Participation, Empowerment and Inclusiveness) and priority area 2 (Accountability and Transparency). The outcome has three outputs under which activities are defined:

Output 5a.1: *RALGA transparency and accountability are enforced.* It is comprised of the following activities:

5a.1.1. Review and update RALGA articles of association and internal rules and regulations
5a.1.2. Inform members on the sources of funds and their utilization, systems compliance and audit findings, activities and decisions from governing organs
5a.1.3. Determine services that RALGA should provide to its members
5a.1.4. Carry out every two years Member Perception Survey (MPS) and provide feedback to members
5a.1.5. Carry out baseline study for outcomes and output indicators, monitoring and evaluation of the strategic plan
5a.1.6. Organize the celebration of RALGA's 20th anniversary

Output 5a.2: *Members' participation, empowerment and inclusiveness enhanced.* It is comprised of the following activities:

5a.2.1: Organize statutory meetings of various organs
5a.2.2. Strengthen the capacity of RALGA statutory organs and commissions.
5a.2.3: Conduct annual field visits by the members of RALGA organs to LGEs
5a.2.4. Organize RALGA forums at various levels and layers of membership

5.7. Sub-results chain of the outcome 5b: Enhanced structure and operations

This outcome addresses the issue of professionalism in RALGA by identification of required expertise and accordingly developing the staff. It also addresses the issue of autonomy and financial sustainability by rational use of existing systems, processes and practices, and by implementing strategies of funds mobilization. The outcome has two outputs under which activities are defined.

Output 5b.1: *RALGA organizational structure enhanced to achieve its mission.* It is comprised of the following activities:

5b.1.1. Define staff tasks and responsibilities
5b.1.2. Develop RALGA Human Resources policy (job description, performance evaluation, trainings, career development, motivation and remuneration, working environment)
5b.1.3. Develop RALGA's staff capacities in line with required expertise.

Output 5b.2: *RALGA autonomy and sustainability developed to achieve its mission.* It is comprised of the following activities:

5b.2.1. Develop an efficient way for timely membership fee collection
5b.2.2. Develop mechanisms to constitute RALGA reserve funds
5b.2.3. Institutionalize cost-sharing approach for specific services provided to RALGA members
5b.2.4. Develop and implement a policy for efficient technology-based use and management of resources, assets, land and property
5b2.5. Diversify sources of revenue generation through project proposals and subsidiary entities

Output 5b.3: U*se of information technology for effective and efficient operations and service delivery promoted in RALGA.* It is comprised of the following activities:

5b.3.1. Develop/ upgrade systems/software used in RALGA operations (e-archives, e-learning, e-library, e-document, e-procurement, e-payment, e-signature, e-recruitment, etc.)
5b.3.2. Put in place suitable technology and IT tools for service delivery to LGEs and other stakeholders
5b.3.3. Acquire hard IT infrastructure
5b.3.4. Capacitate RALGA members and staff and LG staff in use of developed IT tools.

5.8. Sub-results chain of the outcome 5c: Documentation and knowledge sharing developed in RALGA

The Member's Perception Survey 2019 indicated that members appreciated Meetings/Trainings/ Forums at 61% as a mode of getting information. However, such face-to-face modes are costly in financial resources and in time since they impose the beneficiaries to move from their workplaces. Their occurrence is also very limited. Moreover, SWOT analysis indicated that there is limited information on what is happening in LGEs and limited documentation on RALGA

achievements. This outcome addresses the issue of timely information sharing and getting feedback from members by developing accurate channels, operating them, and proper information gathering, processing, keeping and dissemination. The outcome has three outputs under which activities are defined:

Output 5c.1: *Effective and efficient communication system operational in* **RALGA.** It is comprised of the following activities:

5c.1.1. Develop and implement RALGA communication strategy
5c.1.2. Design and operationalize an IT-based communication system
5c.1.3. Monitor the use of the communications tools and system (Internal, organs, partners, media).

Output 5c.2: *Communication with RALGA members and stakeholders is effective and well-coordinated.* It is comprised of the following activities:

5c.2.1. Enhance internal communication practices for information exchange and awareness of important development
5c.2.2. Monitor the regularity and continuity of the flow of information between RALGA and its members and stakeholders (from and back)
5c.2.3. Inform RALGA members on updates on outputs of the activities undertaken by RALGA.

Output 5c.3: *Documentation and knowledge sharing developed in RALGA.* It is comprised of the following activities:

5c.3.1. Put in place and operationalize a "Documentation Centre" or "LG Profile Centre" on LGEs
5c.3.2. Establish an Internal system of data processing and information keeping
5c.3.3. Operationalize the categorization and cataloguing of information
5c.3.4. Define modalities of information access and dissemination
5c.3.5. Disseminate information to the users.

Figure 1: Visualisation of RALGA Intervention "Results Chain"

Goal: *"RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".*

Outcome 1a: Strengthened participation of RALGA in socio-economic transformation

Outcome 1b: Improved working environment in LGEs

Output 1a.1: *RALGA evidence-based advocacy for effective policy influence*

Output 1a.2: *RALGA Lobby with various organizations and agencies broadened through networks to get support in advocacy*

Output 1ba.1: *Implementation of sectoral decentralization process monitored to inform needed improvement*

Output 1b.2: *Vibrant local economies developed to contribute to jobs creation and to the national economy*

Output 1b.3: *LG revenue mobilization and management improved for self-reliance*

Output 1b.4: LG *social development framework strengthened for transformative adequate services delivery*

Identify policies in application in LGEs

Document with evidences actual status of policies in application in LGEs: Achievements, issues and approaches

Check on a regular basis the members' interests and needs and link them with those of decision-makers for policy process influence

Keep gathered information in "Documentation Centre" or "LG Profile Centre"" for further processing and analysis

Come up with a position to be the go-to voice to CG for Local Government issues

Analyse the positions for impact and urgency

Carry out stakeholders' analysis on the priority themes of RALGA

Operationalize the strategic alliance networks

Document actual status of decentralization: key achievements, issues and approaches

Analyse the level and way decisions made by relevant sector decentralization organs are implemented and provide advice

Advocate for pending issues on sectoral decentralization

Analyze the attractiveness of conditions to investments and skills for local economies

Advocate for/ Facilitate public private partnerships projects proposals to exploit existing economic potentialities/opportunities in LGEs

Identify capacity gaps for LGEs officials and staff and advocate for their empowerment through skills and tools to drive local economic development

Analyze fiscal transfers and advocate for their increase

Advise LGEs to broaden local revenue base through local economic growth and to exploit district revenue potential

Identify, analyze and advocate for issues related to PFM in LGEs

Contribute to the development of capacities of staff in Public Finance Management in LGEs

Identify, analyze and advocate for the enabling policy and legal/regulatory framework to facilitate social development in LGEs

Identify delivery gaps for LGEs officials and staff and advocate for their redress to drive social transformation

Goal: *RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".*

Outcome 2: Enhanced members' representation and partnerships at Global, regional and national levels

Output 2.1: *Representation in various opportunities effectively done by RALGA*

Output 2.2: *Strategic ties with national and international bodies and partners established for RALGA visibility*

Output 2.3: *National LGEs cooperation is improved through exchange of experience*

Build representation skills within RALGA,

Establish mechanism to interact with members and collect their views,

Participate to sector, technical working groups and other opportunities requiring representation of LGEs

Strengthen the international relations

Assess continuously RALGA member's representation outcomes.

Classify all potential stakeholders (stakeholder analysis)

Share achievements and experience with stakeholders, foreign LG affiliations and sister Foreign LG Associations

Establish the sustainability measures of localizing SDGs and regional aspirations

Stimulate twinning and partnerships between Rwanda LGs and foreign LGs

Identify and document good practices in LGEs

Organize peer-learning activities among LGES around good practices

Goal: *RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".*

Outcome 3: Enhanced capacity of the members to deliver on their mandate

Outcome 4: Enhanced quality service delivery to members

Output 3.1: *Capacity development for LGEs institutionalized in RALGA*

Output 3.2: *A center for capacity development established to perfect LGEs' Officials and Staff in skills and values*

Output 3.3: *Capacity development in LGEs delivered in line with LGES' needs and quality assurance*

Output 3.4: *Local Government Women Network strengthened to mentor women in LGEs*

Output 4.1: *Quality Service culture enhanced in RALGA*

Develop RALGA capacity building strategy

Develop a system to regularly update the identified capacity building needs for members and a dynamic profiling database

Participate in the establishment of benchmarking system for harmonization and quality of capacity building in LGEs

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Update the LGI's architectural plan

Develop LGI's business plan and structural organization

Mobilize funds for the construction of LGI Premises

Construct LGI premises

Engage LGEs to carry out capacity needs assessment, develop related intervention plans and provide needed resources

Develop induction courses and short courses' training manuals for LGEs and related delivery mode and approaches

Provide regular induction courses and short courses to LG members and other capacity development programs to LG members and related delivery mode and approaches

Provide training to District staff with particular specificities

Conduct regular surveys for the outcomes of the capacity building interventions provided in LGEs

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Update and implement of the Strategic plan

Update the internal rules and regulations

Organize annual general assembly

Monitor the functioning of the LGWN

Organize professional internships for women in LGs

Organize and provide the mentorship program for women in LGs

Analyze services that RALGA could provide to LGEs and other requested by LGES

Develop RALGA guiding manual for services to deliver to LGEs

Provide professional services to the members in conformity with guiding manual.

Provide technical specialized services to the members

Digitize services rendered by RALGA to its members

Goal: *RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".*

Outcome 5a: Enhanced membership and functioning of governing bodies

Outcome 5b: Enhanced structure and operations

Output 5a.1: RALGA transparency and accountability are enforced

Output 5a.2: *Members' participation, empowerment and inclusiveness enhanced*

Output 5b.1: *RALGA organizational structure enhanced to achieve its mission*

Output 5b.2: *RALGA autonomy and sustainability developed to achieve its mission*

Output 5b.3: *Use of information technology for effective and efficient operations and service delivery promoted in RALGA*

Output 5a.1

Review and update RALGA articles of association and internal rules and regulations

Inform members on the sources of funds and their utilization, systems compliance and audit findings, activities and decisions from governing organs

Determine services that should RALGA provide to its members

Carry out Member Perception Survey (MPS) every two years and provide feedback to members

Carry out baseline study for outcomes and output indicators, monitoring and evaluation of the strategic plan.

Organize RALGA's 20th anniversary

Output 5a.2

Organize statutory meetings of various organs

Strengthen the capacity of RALGA statutory organs and commissions.

Conduct annual field visits by the members of RALGA organs to LGEs

Organize RALGA forums at various levels and layers of membership

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Output 5b.1

Define staff tasks and responsibilities

Develop Human Resource policy (job description, performance evaluation, trainings, career development, motivations, working environment)

Develop RALGA's staff capacities in the line with required expertise

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Output 5b.2

Develop an efficient way for timely membership fee collection

Develop mechanisms to constitute RALGA reserve funds

Institutionalize cost-sharing approach for specific services provided to its members

Develop and implement a policy for efficient technology-based use and management of resources, assets, land and property

Diversify sources of revenue generation through project proposals and subsidiary entities

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Output 5b.3

Develop/ upgrade systems/software used in RALGA operations (e-archives, e-learning, e-library, e-document, e-procurement, e-payment, e-signature, e-recruitment, etc…)

Put in place suitable technology and IT tools for services delivery to LGEs and other stakeholders

Acquire IT hard infrastructure

Capacitate RALGA members, leaders, staff, and concerned LG staff in use of developed IT tools

Goal: *RALGA becomes a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".*

Outcome 5c: Expanded information to all RALGA members and stakeholders

Output 5c.1: *Effective and efficient communication system operational in RALGA*

Output 5c.2: *Communication with RALGA members and stakeholders effective and well-coordinated*

Output 5c.3: *Documentation and knowledge sharing developed in RALGA*

Develop and implement RALGA communication strategy

Design and operationalize an IT-based communication system

Monitor the use of the communications tools and system (Internal, organs, partners, media).

Enhance internal communication practices for information exchange and awareness of important development

Monitor the regularity and continuity of the flow of information between RALGA and its members and stakeholders (from and back)

Inform RALGA members on updates on outputs of the activities undertaken by RALGA.

Put in place and operationalize a "Documentation Centre" or "LG Profile Centre" on LGEs

Establish an Internal System of data processing and information keeping

Operationalize the categorization and cataloguing of information

Define modalities of information access and dissemination

Disseminate information to the users

6. SUMMARISED VIEW OF STRATEGIC FRAMEWORK AND RESULTS CHAIN

The following table presents the strategic framework and the results chain altogether combined:

Table 7: Summary of combined strategic framework and results chain

	Priority area	Specific objectives	Outcomes	Outputs	Activities
Strategic objective: "To build RALGA as a think tank and a platform for professionalism in LGEs through evidence-based advocacy, customized capacity building and quality services to members".	Advocacy	To streamline policy analysis and evidence-based advocacy	1a: Strengthened participation of RALGA in socio-economic transformation	2	8
			1b: Improved working environment in LGEs	4	12
	Representation and partnerships	To enhance members' representation and partnership	2: Enhanced members' representation and partnerships at global, regional and national levels	3	11
	Capacity building	To enhance professionalism in LGEs	3: Enhanced capacity of the members to deliver on their mandate	4	19
	Service delivery	To enhance service delivery to members	4. Enhanced quality service delivery to members	1	5
	RALGA organizational enhancement	To enhance RALGA organs	5a: Enhanced membership and functioning of governing bodies	2	9
			5b: Enhanced structure and operations	3	12
			5c: Enhanced information sharing with members and stakeholders	3	11
Total	**5**	**5**	**8**	**22**	**87**

7. CROSS-CUTTING AREAS

7.1. Mainstreaming gender and social inclusion

NST1 addresses gender and social inclusion as crosscutting areas to attain inclusive and sustainable development (P.20). The goal 5 of the Sustainable Development Goals (SDGs) states clearly its intent of achieving gender equality and empowering all women and girls. RALGA is supporting LGEs to implement national policies and strategies in respect of all provisions, including international commitments like SDGs and various aspirations. All the commitments are reflected through all outcomes of the Strategic Plan 2020-2025, but the practical way of their integration will be achieved through policy analysis and research (outcome one) and capacity building (outcome 3). Emphasis is on promoting the Local Government Women Network (Outcome 3, output 3.4.).

7.2. Promotion of right based service delivery mindset by LG service providers

Governance and Decentralization Sector Strategic plan (2018-2024), P.41, requests that improved service delivery culture be institutionalized across all sectors and all service providers. LGs would be able to express their dissatisfaction against poor quality of services received so that the service providers inculcate service delivery culture. RALGA intends to develop guiding manual for services to deliver to LGEs (outcome 4, output 4.1 of its Strategic Plan 2020-2024) and this shall be jointly achieved in collaboration with the Ministry of Local Government, essentially with the implementation of service charters. It should also guide other service providers to LGES to improve the quality of the services they intend to provide.

7.3. Resilience to climate change, environment and disaster shocks.

National Environment and Climate Change Policy (Ministry of Environment, June 2019, Pp.32-33) states in its policy objective 4, to promote climate change adaptation, mitigation and response. Climate variability and climate change pose significant environmental challenges for Rwanda as evidenced by the frequent droughts, floods and other extreme weather events that lead to severe natural disasters, including landslides and fatalities.

Increased frequency and intensity of extreme climatic conditions continue to undermine the country's sustainable development. Overcoming the development challenge of climate change requires extensive adaptation and mitigation measures to reduce vulnerability to future climate change.

This will be achieved through strengthening adaptation and mitigation mechanism in planning and implementation as they are found in the two policy statements. RALGA will help LGEs to integrate policy actions in their planning through the outcome 3 (Enhanced capacity of the members to deliver on their mandate) Output 3.2 (Capacity development in LGEs delivered in line with LGES' needs and quality assurance) of its Strategic Plan 2020-2024. Furthermore, the goal 13 of the Sustainable Development Goals (SDGs) requires to "take urgent action to combat climate change and its impacts". RALGA is committed to support LGEs to localize SDGs

(outcome 2, output 2.2 of the same strategic Plan), and the issue of resilience to climate change, environment and disaster is concerned too.

In addition, RALGA shall engage relevant institutions to ensure that sustainable urbanization is resilient and responsive to climate change, and RALGA shall inform and play a role in achieving the Nationally Determined Contributions (NDCs). As a membership organization, RALGA shall work within its networks to ensure domestication of global commitments.

8. IMPLEMENTATION ARRANGEMENTS

8.1.   Understanding the philosophy of intervention

RALGA is a membership organization founded by Local Government Entities as a space for reflection about their role and performance within the decentralization framework. Thus, the organization strives to enhance her reason of existence; to meet core functions (advocacy, capacity building and representation) and services to its members; and to take on external opportunities to enlarge RALGA networks through implementing support programs.

8.2.   The logic of intervention

The implementation of the present strategic plan is in the logic of Results-Based Management (RBM). **RBM** *is a management philosophy and approach that emphasizes development results in planning, implementation, learning and reporting[14]*. RBM *is a philosophy, an approach, to help individuals plan and manage for changes in the short-term, medium-term and long-term[15]*.

There are different levels of results that seek to capture the development changes that occur:

- ➢ Short-term results or outputs;
- ➢ Medium-term results or outcomes; and,
- ➢ Long-term results/ goal/ or impact.

These results are linked together into the results chain. It is very difficult to contribute to the goal/ impact without achieving some intermediate steps: the outputs or short-term results and outcomes or medium-term results. In other words, results at each level aggregate to contribute to the results at the next higher level.

Activities are actions to be undertaken within the scope of the project. Outputs are actually the short-term effects of completed activities. We have to ensure that all activities under each output are achieved to produce needed effect (output). Outputs are under the controllability of implementation (sphere of control).

Ensure that the use of outputs produces effects (outcomes) to influence the status to change and this influence must be enough to do so (sphere of influence). Since the outcomes do not necessarily happen simultaneously, this logic must be controlled to observe the change. However, all their effects should be combined to reach the ultimate goal (sphere of concern).

The concrete activities and inputs shall be specified every year in the annual action plans.

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[14] **Global Affairs Canada - Results-Based Management for International Assistance Programming, P.5**
[15] **Idem, p.10**

Table 8: Classification of the outcomes in their happening term

SN	Outcomes	Category of outcome	Happening term
1	Strengthened participation of RALGA in socio-economic transformation	Core function	Long term
2	Improved working environment in LGEs	Core function	Long term
3	Enhanced members' representation and partnership at global, regional and national levels	Core function (representation) and program	Continuous
4	Enhanced capacity of the members to deliver on their mandate	Core function (strategic level) and service (implementation)	Continuous
5	Enhanced quality service delivery to members	Core services	Medium term and continuous
6	Enhanced membership and functioning of governing bodies	Reason of existence	Continuous
7	Enhanced structure and operations	Reason of existence	Continuous
8	Enhanced information sharing with members and stakeholders	Core function	Continuous

8.3. Operational arrangements

With the facilitation of Planning, Monitoring and Evaluation (PME) Staff, the following steps to implement the RALGA Strategic Plan will annually be followed:

➢ Session to explain the strategic plan
➢ Elaboration of annual action plan (AAP) derived from SP and respecting outcomes, outputs, key activities, and annual target. AAP will be more detailed with concrete activities / sub-activities, milestones (intermediate results generated during the implementation of sub-activities ensuring progress to achieving the annual target), and detailed time-frame in months of the whole year with required resources
➢ Establishment of individual action plan cascading from AAP since the responsible for each activity is defined in the AAP
➢ Individual performance contract (to be established between the staff and the Secretary General)
➢ Weekly, monthly, and quarterly plans

Under the responsibility of RALGA Executive Committee and Secretary General (SG), regular meetings with stakeholders will be held to define and evaluate the role of every one for successful completion of the plan.

9. STRATEGIC PLAN FINANCING ARRANGEMENT

The present SP shall be implemented with blended funds. Those are; membership fees; dedicated fees from members for requested and agreed on services[16]; cost-sharing with LGEs in locally providing services; funds from MoUs to support Central Government to implement some programs like Local Government Capacity Development Strategy (LGCDS), Governance and Decentralization Sector Strategy; program funds (partners' contribution through projects and programs); grants and funds mobilized from different proposals. The detailed budget is in the **annex 4**.

Budget comparison of the two consecutive strategic plans.

Table 9: Comparison of budget of the last strategic plan and the actual strategic plan

- Last Strategic Plan (SP) budget *(Frw): 14,619,262,827*	
- Total budget for the present SP (Frw): 22,890,902,408	
- Budget Increase for the present SP (Frw): 8,271,639,581	
- % increase : 56.58	

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[16] Those services are generally called "club services", services that are not common but still which are requested by more than one client.

Table 10: Summary of the strategic plan financing plan

SN	Outcomes	Budgeted amount (Frw)	Percentage (%)	Nature of funds
1a	Strengthened participation of RALGA in socio-economic transformation	764,363,891	3.34	Membership fees, funds from MoUs and support funds
1b	Improved working environment in LGEs	1,754,401,736	7.66	Membership fees, funds from MoUs and support funds
2	Enhanced members' representation and partnerships at global, regional and national levels	256,514,671	1.12	Membership fees, program funds
3	Enhanced capacity of the members to deliver on their mandate	12,504,865,096	54.63	Membership fees, dedicated fees by members, cost-sharing, grants
4	Enhanced service delivery to members	2,135,010,843	9.33	Membership fees, dedicated fees by members, cost-sharing, grants
5a	Enhanced membership and functioning of governing bodies	823,234,215	3.60	Membership fees
5b	Enhanced structure and operations	4,319,961,956	18.87	Membership fees, operational fees
5c	Enhanced information sharing with members and stakeholders	332,550,000	1.45	Membership fees, program funds, grants
Total		22,890,902,408	100	Membership fees, funds from MoUs, dedicated fees, cost-sharing, grants, program funds

Table 11: RALGA Strategic plan financing source

SN	Source	Amount (Frw)
1	Membership fee	4,340,000,000
	Special contribution for construction	4,650,000,000
	Cost-sharing for CB (5yrs)	3,100,000,000
	Cost-sharing for CB (5yrs)	5,000,000,000
	Land sale	500,000,000
	Sub-total	**17,590,000,000**
	Special mobilization required	5,300,902,408
	Total	**22,890,902,408**

10. MONITORING AND EVALUATION

10.1. Performance measurement or performance monitoring framework

An overall performance measurement framework or monitoring system is the first step in measuring results. An indicator seeks to measure a result, to provide evidence that a result has been achieved or to provide a signal that progress is being made towards the achievement of a result. An indicator is a means of measuring actual results against planned or expected results in terms of quality, quantity and timeliness. Baseline data give us our starting point from which to measure that change. Monitoring is the planned systematic process to assess the status of planned versus actual results and all associated factors.

The Performance Measurement Framework, frequently referred to as the Performance Monitoring Framework is an RBM tool used to plan the collection of relevant information for monitoring, learning and reporting. The framework will help to track the achievement of results.

10.2. Performance measurement (Monitoring) periodicity and tools

Monitoring will be performed on quarterly and annual basis. The Management of RALGA shall establish and approve the monitoring plan.

In order to generate evidence-based data, a matrix *(Annex 5)* with performance indicators, source of data, information collection methods and techniques, periodicity and responsible, is prepared and will be used. It will record the progress towards the targets through completion of milestones (quarterly basis), and the level of attainment of the target (annual basis), challenges encountered, proposed corrective measures and the level of implementation of proposed measures.

10.3. Evaluation

RALGA shall conduct a mid-term review of this strategic plan at the end of the third year of implementation of the strategic plan and the final evaluation in the last quarter of the fifth year of implementation. RALGA will endeavor to share the results with the members and partners for validation and consideration to inform further decisions and actions.

11. REPORTING AND INFORMATION DISSEMINATION

11.1. Reporting on results

Reporting on results is much more than reporting on activities. It assesses where we are in comparison to where we planned to be and it is an opportunity to stop and take stock. Reporting is also a communications tool to stimulate discussions among project or program partners. The overall purpose for reporting is to support the achievement of development results.

Reporting on results should reflect as many of the following elements as possible:

➢ actual results achieved against planned results for the various levels of the results chain, if possible (i.e. at output or short-term, outcome or medium-term and impact or long term);

➢ a description of the key activities undertaken during the reporting period that have supported the achievement of results, and any variance of these activities from the approved work-plan;

➢ the identification of key management or development factors, issues or challenges affecting the achievement of results;

➢ a status update of recipient partner financial and in-kind inputs and contributions;

➢ a thorough analysis of factors, issues or challenges affecting the achievement of results;

➢ describing how the project addresses gender equality or environmental issues;

➢ an update of the beneficiary reach at all levels of the results chain;

➢ an update of the identified risks and mitigation plans for high level risks;

➢ the identification of new and emerging risks that are impacting on or have a medium to high

➢ potential to impact on the achievement of results;

➢ information on required modifications to planned project/program results and associated resource allocation;

➢ recommended modifications to the approved Annual Work plan;

➢ identification of actual versus planned results and funds disbursed with explanations for variances;

➢ lessons learned under the following key success factor headings: achievement of results; cost-effectiveness of results; relevance of results; sustainability of results; partnership; appropriateness of design; appropriateness of resource utilization; and informed and timely action;

➢ recommendations for action;

➢ degree of sustainability of results over a period of time.

11.2.   Nature and periodicity of reports

➢ Weekly, monthly, quarterly, and annual reports

➢ Compilation of annual reports indicating rate of achievements of the target, challenges, strategies and good practices to elaborate final report of implementation of the strategic plan

11.3. Reporting template

See annex 6 for the reporting template

11.4. Information dissemination

This Strategic plan provided a big importance on communication and dissemination of information especially in its outcome 5c. RALGA will develop a communication strategy, which will guide how the information is gathered, kept and disseminated. Among these, RALGA intends to design and operationalize ant IT-based communication system with various communication channels, develop communication forums and their facilitators, operationalize a documentation centre, operate categorization and catalogue of information, digitize all available information, define modalities of information access, and proceed with its dissemination to the users. RALGA will carry out regular survey on the level at which its information reaches its stakeholders and achievements with the intended audience, level of satisfaction with the functioning of communication mechanisms, level of satisfaction with information on different themes, and level of completeness of information on matters of interest.

12. SPECIAL EVENTS THAT WILL SHAPE THE IMPLANTATION OF THIS STRATEGIC PLAN

12.1. COVID-19

COVID-19 is a pandemic as per the World Health Organization (WHO), and people must adopt the strategies to live with it. It stopped the business activities and deeply affected those still running. It is time to rethink the local government modus operandi.

In the context of RALGA, face-to-face activities will considerably reduce in response to COVID19. To cope with this, RALGA shall develop alternative tools and embrace technological means. This implies their acquisition (purchase and installation), training of staff and members to their use, enabling the members to have terminals for their use where possible, and increase communication costs.

12.2. Elections of Councilors and Leaders in Local Governments

Elections at local level shall take place in 2021. Because of them, many of the councilors and leaders shall be new in management of the local government system. This compels their induction and development courses.

Prediction based on the figures from the National Elections Commission from the previous elections indicated following data:

Table 12: Summary of expected outcomes of the elections 2021 at local level

SN	Level	Number of entities	Number of leaders (to be elected and inducted)[17]
1	Village	14,837	**73,975**
2	Cells	2,148	**39,448**
3	Sectors	416	**8,836**
4	District	27	810[18]
5	Districts of CoK	3	-
6	CoK	1	9
Total			**123,078**

12.3.   Celebration of RALGA's 20 years of existence

Local Government in Rwanda with high level of Government's support created RALGA in 2002 and officially launched it in 2003. Twenty years later, RALGA grew up to become a strong institution, recognized and positioned nationally and globally as the voice of the decentralized entities in Rwanda.

The celebration of its twenty years of existence shall be an opportunity to highlight its achievements and reaffirm its hope for the future, going concern.

Particularly, RALGA shall need to demonstrate its ability in advocacy and representation and its capacity to support LGEs in ensuring professionalism to drive social and economic transformation. To this effect, the Local Government Institute should be complete and operational as a platform for professionalism and capacity building for LGs.

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[17] If we consider the same numbers as reported by NEC in its previous elections of local leaders' report done in 2016.

[18] Ratio of Councilors per District: 28 Councilors

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ANNEXES

Annex.1. Model for RALGA intervention during the period from 2020 to 2025
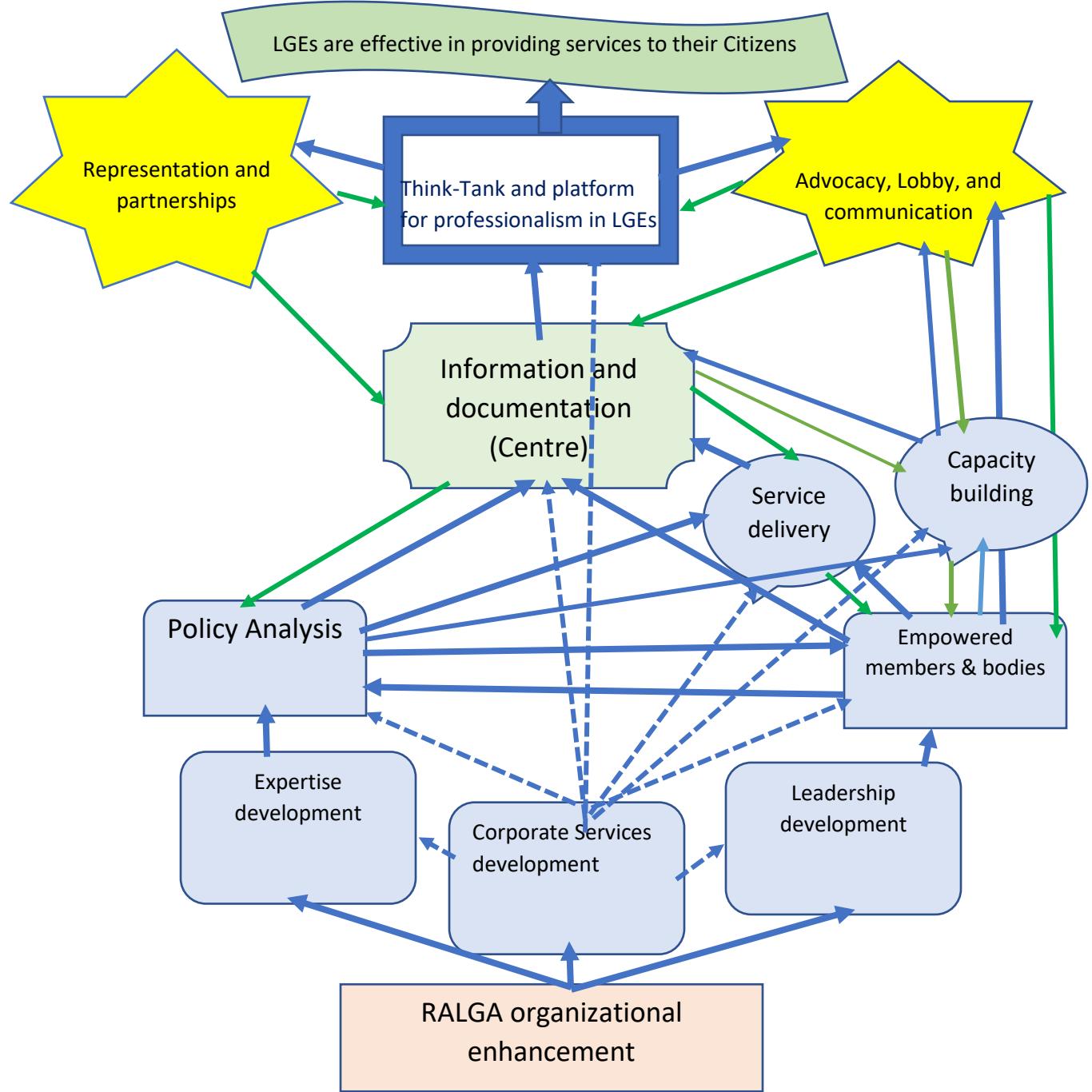
Figure 2: Model for RALGA interventions during the period from 2020 to 2025

Source: Adapted from the Strategic Plan, September 2020

"Think-Tank and a platform for professionalism in LGEs" Model.

RALGA, as a membership organization of decentralized entities aiming at delivering to their best, is expected to support its members, represent and advocate for them. Therefore, it has to be organizationally and institutionally enhanced (structure, Human resources, systems, processes, practices) to achieve these responsibilities.

It will develop relevant expertise to carry out accurate analysis and research to conduct evidence based advocacy on policies in implementation in LGEs (success, good practices, lessons learnt, challenges, and strategies).

It will also provide services and ensure responsive capacity building, tailored and customized to members' needs. That shall lead to relevancy in LGs, with capable leaders and staff, upholding values of accountability.

Empowered membership will be a yeast to this process: being beneficiary, participant and partner in all these interventions.

Sufficient documentation of attained results will help, not only in undertaking the role of advocacy and representation, which, in return, may influence existing policies, and/ or induce new policies adapted to the real working environment of LGEs; but also may attract various actors interested in Local government field to learn from the experience of RALGA.

A strong institution, a stock of evidences on policies, the empowered membership, and the perfection of LGEs' staff and leaders will contribute to RALGA becoming a "T**hink-tank and platform for professionalism in LGEs**".

Legend

Blue arrows: contribution

Blue doted arrows: Support

Green arrows: Feedback.

Annex 2. List of participants to consultation for elaboration of RALGA Strategic Plan 2020-2025

Annex 2.1. Participants from RALGA

SN	Names	Organisation	Functions	Telephone
1	Ladislas NGENDAHIMANA	RALGA	Secretary General	0788353802
2	Francine TUMUSHIME	RALGA	Deputy Secretary General	0788524848
3	Faustin SERUBANZA	RALGA	Strategic Planning; Ag Finance &Administration Manager	0788309480
4	Vincent RUTAREMARA	RALGA	Ag Advocacy and Resources Mobilization Unit Manager	0788353597
5	Oscar NZIRERA	RALGA	Social Welfare Analyst	0788309479
6	Venantie NYIRANSABIMANA	RALGA	Governance and Decentralization Specialist	0789685685
7	Innocente MURASI	RALGA	LGI Manager	0788309482
8	Théoneste UKIZE	RALGA	Training Expert	0788356465
9	Charles RUBANZA	RALGA	LG Recruitments and Support Services Unit Manager	0788303401
10	Adolphe MUTANGANA	RALGA	Recruitment Assistant	0788510514
11	Patrick KAZUNGU	RALGA	RALGA Organs Coordination	0788387868
12	Jean Bosco RUSHINGABIGWI	RALGA	Communications Specialist	0788309477
13	Fidele SAFARI	RALGA	Accountant	0783151910
14	Annet ABATESI	RALGA	Assistant Accountant	0788620891
15	Jonathan RUHIMBANA	RALGA	Logistics Assistant	0788387870
16	Raissa MUTABAZI	RALGA	IT Officer	0788530212
17	Josette UMULISA	RALGA	Customer Care Assistant	0788509251

Annex.2.2. Participants from RALGA Executive Committee

SN	Names	Organisation	Functions	Telephone
1	Cllr. Innocent UWIMANA	RALGA	Chairperson of RALGA	0788 302 301
2	Cllr. Jeannine NUWUMUREMYI	RALGA	Vice Chairperson	0788 462 766
3	Cllr. Richard GASANA	RALGA	Commissioner, Decentralization	0788 538 295
4	BANAMWANA Bernard	RALGA	Commissioner, LG Finances	0788 304 955
5	NDAHIRO NDAWULA Donald	RALGA	Commissioner, LED	0788 306 724
6	Kayitare Jacqueline	RALGA	Commissioner, Social Welfare Development	0788 355 982

Annex 2.3. Participants from RALGA Specialized Commissions

SN	Names	Organisation	Functions	Telephone
1	Emmanuel NSIGAYE	Decentralisation	Member	0788620821
2	Henry KAKOOZA	Social	Member	0788899366
3	Prosper MULINDWA	LED	Member	0788600037
4	Bonaventure UWAMAHORO	Social	Member	0788639429
5	Alice KAYITESI	Finance	Member	0788422285
6	Jacqueline KAYITARE	Social	Chairperson	0788355982

Annex 2.4. Consultations with VNG International on lobby and advocacy

S/N	Names	Organisation
1	Renske STEENBERGEN	VNG
2	Paskaliah KACHIENGA	VNG

Annex 2.5: Participants from MUHANGA District

SN	Names	Organisation	Functions	Telephone
1	Jacqueline KAYITARE	Muhanga District	Mayor	
2	Fortunee MUKAGATANA	Muhanga District	Vice- Mayor/ Social Affairs	0786500730
3	David MBASHA	Muhanga District	Corporate Services Division Manager.	0788300164
4	Valerie MUKAMUTALI	Muhanga District	Executive Secretary/ Shyogwe Sector	0788937545
5	Gemma UWIMANA	Muhanga District	Chair Person/ Ruhina Village	0788615040

Annex 3: Log-frame for RALGA Strategic Plan 2020-2025

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 1: Advocacy									
Specific objective 1: To streamline policy analysis and evidence-based advocacy									
Outcome 1a: Strengthened participation of RALGA in socio-economic transformation	(%) Level of RALGA influence on public policy applicable in LGEs (adapted from GDSSP, 2018, P.69; CSDB, 2015, P.60)		80	85	90	95	95		
Output 1a.1: *RALGA advocacy evidence-based for effective policy influence*	% of issues with to be go to the voice (approved positions)		80	85	90	95	95	PRA/RALGA	LGES, MINALOC
Activity 1a.1.1: Identify policies in application in LGEs			x	x	x	x	x	PRA/RALGA	MINALOC
Activity 1a.1.2: Document with evidences actual status of policies in application in LGEs: Achievements, issues and approaches			x	x	x	x	x	PRA/RALGA	
Activity 1a.1.3: Check on a regular basis the members' interests and needs on the issues and link them with those of decision-makers for policy process influence			x	x	x	x	x	PRA/RALGA	=
Activity 1a.1.4: Keep gathered information in "Documentation Centre" or "LG Profile Centre"" for further processing and analysis			x	x	x	x	x	PRA/RALGA	-
Activity 1a.1.5: Come up with a position to be the go-to voice to CG for Local Government issues			x	x	x	x	x	PRA/RALGA	-
Activity 1a.1.6: Analyse the positions for impact and urgency (difference to make and right time to influence the decision making			x	x	x	x	x	EC+SG	-

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 1: Advocacy									
Specific objective 1: To streamline policy analysis and evidence-based advocacy									
Output 1a.2: *RALGA Lobby broadened through networks with various organisations and agencies to get support in advocacy*	% of issues for advocacy with support of stakeholders		80	85	90	95	95	SG+EC	Stake holders of interest
Activity 1a.2.1: Carry out Stakeholders' analysis on the priority themes of RALGA			x	x	x	x	x	PRA+ SG	-
Activity 1a.2.2. Operationalize the strategic alliance networks			x	x	x	x	x	SG	EC
Outcome 1b: Improved working environment in LGEs	(%) performance Increase in area of RALGA responsibilities		80	85	90	95	95		
Output 1b.1: *Implementation of sectoral decentralization process monitored to inform needed improvement*	% of services identified to be decentralized that are effectively decentralized (GDSSP 2018, p.75)		30	35	40	45	50	SG+EC	Minaloc, Sector Working Groups (SWGs) and Technical Working Groups (TWGs)
Activity 1b.1.1: Document actual status of decentralization: key achievements, issues and approaches			x	x	x	x	x	PRA/RALGA	LGEs, Minaloc, SWGs, TWGs
Activity 1b.1.3: Analyse the level and way decisions made by the sector decentralization steering body that are being implemented and provide advices			x	x	x	x	x	SG+EC	Minaloc, SWG and TWGs of decentralisation
Activity 1b.1.4: Advocate for pending issues on sectoral decentralization								SG+EC	
Output 1b.2: *Vibrant local economies developed to contribute to jobs creation and to the national*	% of Public-Private Partnership projects implemented at District Level (GDSSP		11	12	15	18	20	PRA/RALGA	LGEs, Private Sector Federation + LODA

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 1: Advocacy									
Specific objective 1: To streamline policy analysis and evidence-based advocacy									
	2018, p.75)								
Activity 1b.2.1: Analyse the attractiveness of conditions to investments and skills for local economies and advise accordingly			x	x	x	x	x	PRA/RALGA	LGEs, Private Sector Federation (PSF) + LODA
Activity 1b.2.2: Advocate for/ Facilitate public private partnerships projects proposals to exploit existing economic potentialities/opportunities in LGEs			x	x	x	x	x	SG+EC	PSF
Activity 1b.2.3: Identify capacity gaps for LGEs officials and staff and advocate for their empowerment through skills and tools to drive local economic development									
Output 1b.3: *LG revenue mobilization and management improved for self-reliance*	(%) Increase of district own source revenues adapted from GDSSP, 2018, P.673)		10	10	10	10	10	PRA/RALGA	MINECOFIN, LODA, RRA
Activity 1b.3.1: Analyse fiscal transfers and advocate for their increase			x	x	x	x	x	PRA/RALGA +SG	LODA m RRA
Activity 1b.3.2: Advise LGEs to broadened local revenue base through local economic growth and to fully exploit district revenue potential			x	x	x	x	x	SG+EC	LODA
Activity 1b.3.3: Identify, analyze and advocate for issues related to PFM in LGEs			x	x	x	x	x	PRA/RALGA +SG	
Activity 1b.3.4: Contribute to the development of capacities of staff in Public Finance Management in LGEs								PRA/RALGA	
Output 1b.4: *social development framework strengthened for transformative adequate services delivery*	% Level of RALGA influence on social services		80	85	90	95	95	PRA/RALGA + SG +EC	MINALOC, Social Woking Groups

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 1: Advocacy									
Specific objective 1: To streamline policy analysis and evidence-based advocacy									
Activity 1b.4.1: Identify, analyze and advocate for the enabling policy and legal/regulatory framework to facilitate social development in LGEs			x	x	x	x	x	PRA/RALGA +SG	LGEs
Activity 1b.4.2: Identify service delivery gaps for LGEs officials and staff and advocate for their redress to drive social transformation			x	x	x	x	x	SG +EC	MINALOC, Social sector Woking Groups

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 2: Representation and partnership									
Specific objective 2: To enhance members' representation and partnership at Global, regional and national levels									
Outcome 2: Enhanced members' representation and partnership at Global, regional and national levels	Satisfaction of RALGA members with the outcome of representation and partnership		85	90	95	95	95		
Output 2.1: *Representation in various opportunities effectively done by RALGA*	Level of utility of results of participation		85	90	95	95	95		
Activity 2.1.1: Build representation skills within RALGA			x	x	x	x	x	IEC + SG	
Activity 2.1.2: Establish mechanism to interact with members and collect their views			x	x	x	x	x	IEC + SG	
Activity 2.1.3: Participate to sector, technical working groups and other opportunities requiring representation of LGEs			x	x	x	x	x	SG	
Activity 2.1.4: Strengthen the international relation			x	x	x	x	x	SG	MINAFFET
Activity 2.1.5: Assess continuously RALGA member's representation outcomes.			x	x	x	x	x	SG	
Output 2.2: *A Global Competitive Centre for SDGs localizing and regional aspirations documentation in LGEs created and functional at RALGA*	Proportion of SDGs and regional aspirations indicators produced on LGES with full disaggregated data	0	85	90	95	95	95	EC+SG	MINECOFIN, MINALOC, LGEs
Activity 2.2.1: Establish the sustainability measures of localising SDGs and regional			x	x	x	x	x	IEC +SG +EC	MINECOFIN, MINALOC,

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseli ne	Target/Year					Responsi ble	Stakeholde rs
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 2: Representation and partnership									
Specific objective 2: To enhance members' representation and partnership at Global, regional and national levels									
aspirations									EALGF
Output 2.3: *Strategic ties with national and international bodies and partners established for RALGA visibility*	Proportion of operational initiated collaboratio n initiatives		85	90	95	95	95	SG +EC	MINECOFI N, MINALOC, EALGF, Sister Foreign Association s
Activity 2.3.1: Classify all potential stakeholders (stakeholder analysis)			x	x	x	x	x	SG	-
Activity 2.3.2: Share achievements and experience with stakeholders, foreign LG affiliations and Sister Foreign LG Associations			x	x	x	x	x	IEC+ SG	-
Activity 2.3.3: Stimulate twinning cooperation between Rwanda LGs and Foreign LGs			x	x	x	x	x	SG+EC	MINALOC, MINAFFET
Output 2.4: *National LGEs cooperation improved through exchange of experience*	Proportion of good practices adopted by LGEs		85	90	95	95	95	EC +SG	MINALOC, LGEs
Activity 2.4.1: Identify and document good practices in LGEs			x	x	x	x	x	SG+EC	LGEs
Activity 2.4.2: Organise peer learning opportunities among LGES around good practices			x	x	x	x	x	EC	MINALOC

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseli ne	Target/Year					Responsibl e	Stakehold ers
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 3: Capacity building									
Specific objective 4: To enhance professionalism in LGEs									
Outcome 3: Enhanced capacity of the members to deliver on their mandate	Level of professional ism of staff in LGEs		25	60	70	80	90		
Output 3.1: *Capacity building for LGEs institutionalized RALGA*	(%) Level of implementat ion of LG Capacity Developme nt intervention s (adapted from GDSSP, 2018, P.76	16	25	60	70	80	90	LGI/RALG A	MINALO C, RDB, RMI

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Activity 3.1.1: Develop RALGA capacity building strategy			x	x				LGI/RALGA	MINALOC, RDB, RMI, LGEs
Activity 3.1.2: Develop a system to regularly update the identified capacity building needs for members and a dynamic profiling database			x	x				LGI/RALGA	MINALOC, RDB, RMI, LGEs
Activity 3.1.3: Participate in the establishment of benchmarking system for harmonization and quality of capacity building in LGEs			x	x	x	x	x	LGI/RALGA	MINALOC, RDB, RMI, LGEs
Output 3.2: *A center for capacity development (LGI) is established to perfect LGEs' Officials and Staff in skills and values*			x	x	x	x	x	RALGA	LGEs
Activity 3.2.1: Update the LGI's architectural plan			x					RALGA	
Activity 3.2.2: Develop LGI's business plan and organizational structure			x					RALGA	
Activity 3.2.3: Mobilize funds for the construction of LGI Premises				x	x	x	x	RALGA	LGEs
Activity 3.2.4: Construct LGI premises				x	x	x	x	RALGA	
Output 3.3: *Capacity development at LGEs is delivered in line with LGES' needs and quality assurance standards*	(%) Compliance level of interventions with quality assurance framework (adapted from GDSSP, 2018, P.76)		80	85	90	95	95	LGI/RALGA	MINALOC, RDB, RMI, LGEs
Activity 3.3.1: Engage LGEs to carry out capacity needs assessment, develop related intervention plans and provide needed resources			x	x	x	x	x	EC	
Activity 3.3.2: Develop induction courses and short courses' training manuals for LGEs and related delivery mode and approaches			x	x	x	x	x	LGI/RALGA	MINALOC, RDB, RMI, LGEs
Activity 3.3.3: Provide regular induction courses and			x	x	x	x	x	LGI/RALGA	LGEs

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseli ne	Target/Year					Responsibl e	Stakehold ers
			2020/21	2021/22	2022/23	2023/24	2020/25		
short courses to LG members									
3.3.4. Provide training to District staff with particular specificities.			x	x	x	x	x		
Activity 3.3.5: Conduct regular surveys on the capacity building interventions provided in LGEs			x	x	x	x	x	LGI/RALG A	LGEs
Output 3.4*: Local Government Women Network strengthened to mentor women in LGEs*	(%)Level of participation in LGs		80	85	90	95	95	LGI/RALG A	
Activity 3.4.1: Update and implement LGWN the Strategic plan			x	x	x	x	x	RALGA	
Activity 3.4.2: Update the internal rules and regulations			x	x	x	x	x	RALGA	
Activity 3.4.3: Organize annual general assembly			x	x	x	x	x	RALGA	
Activity 3.4.4: Monitor the functioning of the LGWN			x	x	x	x	x	RALGA	LGES
Activity 3.4.5: Organize professional internships for women in LGs			x	x	x	x	x	RALGA	MINALO C/LGES
Activity 3.4.6: Organize and provide the mentorship program for women in LGs			x	x	x	x	x	RALGA	LGEs

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseli ne	Target/Year					Means of verification	Stakehold ers
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 4: Service delivery									
Specific objective 4: To enhance quality service delivery to members									
Outcome 4: Enhanced Service delivery to members	(%) Level of quality service Delivery (adapted from GDSSP, 2018, P.71)		82 (RGB, 2018)	85	88	90	95		
Output 4.1: *Quality Service culture is institutionalized in LGEs*	(%) Proportion of the Beneficiaries n satisfied with the last experience of RALGA services (SDG Indicator 16.6.2)		85	88	90	95	95	SG+EC	LGEs

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseli ne	Target/Year					Means of verification	Stakehold ers
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 4: Service delivery									
Specific objective 4: To enhance quality service delivery to members									
Activity 4.1.1: Analyse services that RALGA can provide to LGEs			x	x	x	x	x	LGSS/RAL GA	LGEs
Activity 4.1.2: Develop RALGA guiding manual for services to deliver to LGEs			x	x	x	x	x	LGSS/RAL GA	LGEs
Activity 4.1.3: Provide professional services to the members in conformity with the guiding manual			x	x	x	x	x	LGSS/RAL GA	LGEs
Activity 4.1.4 Provide technical specialized services to the members.			x	x	x	x	x	LGSS/RAL GA	LGEs
4.1.5. Digitize services rendered by RALGA to its members			x	x	x	x	x	LGSS/RAL GA	LGEs
Output 4.2: U*se of information technology in service delivery promoted in RALGA*	% of services using technology		80(RGB , 2018)	85	88	90	95	LGSS+ IT	LGEs
Activity 4.2.1: Identify suitable Technology that can be applied to deliver RALGA services to LGEs			x	x	x	x	x	LGSS+IT	LGES
Activity 4.2.2: Operationalize IT tools			x	x	x	x	x	LGSS+IT	LGEs
Activity 4.2.3: Strengthen RALGA members and staff in use of technology			x	x	x	x	x	LGI + IT	RALGA, LGEs, MITEC

Outcomes/ Outputs/ Activities by priority areas	Indicator s	Baselin e	Target/Year					Responsibl e	Stakehold ers
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
Outcome 5a: Enhanced membership and functioning of governing bodies	(%) Level of member's perception on the RALGA functioning		80	85	90	95	95		
Output 5a.1: *RALGA transparency and accountability enforced*	(%) Approval level of the proposals (adapted from GDSSP, 2018, P.68)[19]		80	85	90	95	95	General Assembly (GA)	-

[19] MINALOC, 2018

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
Activity 5a.1.1: Review and update RALGA articles of association and internal rules and regulations			x					GA	-
Activity 5a.1.2: Inform members on the sources of funds and their utilization, systems compliance and audit findings, activities and decisions from governing organs			x	x	x	x	x	EC +SG	
Activity 5a.1.3: Determine services that should RALGA provide to its members			x	x	x	x	x	SG	-
Activity 5a.1.4: Carry out annual Member Perception Survey (MPS) and provide feedback to members			x	x	x	x	x	EC	
Activity 5a.1.5: Carry out baseline study for outcomes and output indicators, monitoring and evaluation of the strategic plan			x					SG	
Activity 5a.1.6: Organise RALGA's 20th anniversary					x			RALGA	
Output 5a.2: *Members' participation, empowerment and inclusiveness are enhanced*	(%) participation level in decisions made adapted from GDSSP, 2018, P.69 and CSDB, 15, P.60)		80	85	90	95	95	Control Committee (CC)	
Activity 5a.2.1: Define the level of representation and ensure the inclusiveness of membership in decision making and technical organs			x	x	x	x	x	GA	-
Activity 5a.2.2: Conduct annual field visits to RALGA members			x	x	x	x	x	SG + EC	
Activity 5a.2.3: Organise RALGA forums at each level and layer of membership (district, sector, cell)			x	x	x	x	x	EC	SG
Activity 5a.2.4: Organise mandatory meetings of			x	x	x	x	x	EC	CC

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
various organs									
Activity 5a.2.5: Strengthen the capacity of RALGA statutory organs and commissions			x	x	x	x	x	EC	GA
Outcome 5b: Enhanced structure and operations	(%) Level of satisfaction of the members with RALGA functioning		80	85	85	85	85		
Output 5b.1: *RALGA organisational structure is enhanced to achieve its mission*	(%) Average level of staff Performance		80	85	85	85	85	EC+SG	-
Activity 5b.1.1: Define tasks and responsibilities			x	x	x	x	x	EC+SG	-
Activity 5b.1.2: Develop Human Resource policy (job description, performance evaluation, trainings, career development, motivations, working environment			x	x	x	x	x	CS + DSG	SG
Activity 5b.1.3: Develop RALGA's staff capacities in the line with required expertise			x	x	x	x	x	CS + SG	-
Output 5b.2: *RALGA autonomy and sustainability are developed to achieve its mission*	(%) Level of financing its activity with own revenues		70	80	85	85	85	EC+SG	-
Activity 5b.2.1: Develop an efficient way for timely membership fee collection			x	x	x	x	x	EC+SG	-
Activity 5b.2.2: Develop mechanisms to constitute RALGA reserve funds			x	x	x	x	x	DSG +CS	SG
Activity 5b.2.3: Institutionalise cost-sharing approach for specific services provided to its members			x	x	x	x	x	DSG+LGI+ LGSS	-
Activity 5b.2.4: Develop and implement a policy for efficient technology-based use and management of resources, assets, land and property			x	x	x	x	x	CS	SG

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
Activity 5b.2.5: Diversify sources of revenue generation through project proposals and subsidiary entities			x	x	x	x	x	DSG+PRA+CS	SG +EC
Output 5b.3: *Use of information technology for effective and efficient operations and service delivery promoted in RALGA*	*% of digitized services out of total services in RALGA (adapted from GDSSP, 2018, P.70)*		50	75	85	90	100	SG + IT	
Activity 5b.3.1: Develop/ upgrade systems/software used in RALGA operations (e-archives, e-learning, e-library, e-document, e-procurement, e-payment, e-signature, e-recruitment, etc…)			x	x	x	x	x	SG+ IT	
Activity 5b.3.2: Put in place suitable technology and IT tools for services delivery to LGEs and other stakeholders			x	x	x	x	x	IT	
Activity 5b.3.3: Acquire IT hard infrastructure			x	x	x	x	x	IT	
Activity 5b.3.4: Capacitate RALGA members and staff and concerned district staff in use of developed IT tools			x	x	x	x	x	SG	LGEs
Outcome 5c: Enhanced information sharing with members and stakeholders	(%) Level of information of stakeholders on RALGA achievemnts (adapted from GDSSP, 2018, P.70)		85	90	95	95	95		

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
Output 5c.1: Effective and efficient communication system operational in RALGA	Level of satisfaction with the functiioning of communication mechanism adapted from GDSSP, 2018, P.70)		85	90	95	95	95	IEC+SG	Stakeholders
Activity 5c.1.1: Develop and implement RALGA communication strategy			x	x	x	x	x	IEC	
Activity 5c.1.2: Design and operationalise an IT-based communication system			x	x	x	x	x	IEC+IT	Stakeholders
Activity 5c.1.3: Monitor the use of the communications tools and system (Internal, organs, partners, medias).			x	x	x	x	x	IEC +IT	
Ouput 5c.2: *Communication with RALGA member and stakeholders is well coordinated*	(%) Level of satisfaction with information on different key themes of communication (adapted from GDSSP, 2018, P.70; see RMB, RGS 2016, p.27)		85	90	95	95	95	IEC + IT + SG+ EC	Stakeholders
Activity 5c.2.1: Enhance internal communication practices for information exchange and awareness of important development			x	x	x	x	x	IEC	EC
Activity 5c.2.2: Monitor the regularity and continuity of the flow of information between RALGA and its			x	x	x	x	x	IEC	

Outcomes/ Outputs/ Activities by priority areas	Indicators	Baseline	Target/Year					Responsible	Stakeholders
			2020/21	2021/22	2022/23	2023/24	2020/25		
Priority Area 5: RALGA institutions									
Specific objective 5: To enhance RALGA organs									
members and stakeholders (from and back)									
Activity 5c.2.3: Inform members of updates on outputs of the activities undertaken by RALGA			x	x	x	x	x	IEC	
Output 5c.3: *Documentation and knowledge sharing developed in RALGA*	Level of completeness of information on key issues of interest		85	90	95	95	95	SG	EC
Activity 5c.3.1: Put in place and operationalize a "Documentation Centre" or "LG Profile Centre" on LGEs			x	x	x	x	x	SG +EC	
Activity 5c.3.2: Establish an Internal System of data processing and information keeping			x	x	x	x	x	SG	
Activity 5.3.3: Operationalise the categorization and cataloguing of information			x	x	x	x	x	IEC	
Activity 5c.3.4: Define modalities of information access and diffusion			x	x	x	x	x	IEC +SG	
Activity 5c.3.5: Disseminate the information to the users			x	x	x	x	x	IEC + SG	

Annex 4. RALGA Strategic Plan 2020-2025 Costing and budgeting

RALGA Strategic Plan 2020-2025 costing and budgeting							
Specific objective 1: To streamline policy analysis and evidence-based advocacy							
Outcomes/ Outputs/ Activities by priority areas	**Total budget (x1,000,000) Frw**	**Target/Year**					Source
		2020/21	**2021/22**	**2022/23**	**2023/24**	**2020/25**	
Priority Area 1: Advocacy							
Specific objective 1: To streamline policy analysis and evidence-based advocacy							
Outcome 1a: Strengthened participation of RALGA in socio-economic transformation	764,363,891	157,800,000	140,730,000	147,766,500	155,154,825	162,912,566	RALGA, Partners
Output 1a.1: *RALGA advocacy evidence-based for effective policy influence*	593,069,323	126,800,000	108,180,000	113,589,000	119,268,450	125,231,873	RALGA, Partners
Activity 1a.1.1: Identify policies in application in LGEs	23,268,350	11,200,000	2,800,000	2940000	3087000	3241350	RALGA, Partners
Activity 1a.1.2: Document with evidences actual status of policies in application in LGEs: Achievements, issues and approaches	95,040,858	17,200,000	18,060,000	18,963,000	19,911,150	20,906,708	RALGA, Partners
Activity 1a.1.3: Check on a regular basis the members' interests and needs on the issues and link them with those of decision-makers for policy process influence	276,281,563	50,000,000	52,500,000	55,125,000	57,881,250	60,775,313	RALGA, Partners
Activity 1a.1.4: Keep gathered information in "Documentation Centre" or "LG Profile Centre"" for further processing and analysis	41,550,625	20,000,000	5,000,000	5,250,000	5,512,500	5,788,125	RALGA, Partners
Activity 1a.1.5: : Come up with a position to voice to CG and other partners for all LGEs issues	138,140,781	25,000,000	26,250,000	27,562,500	28,940,625	30,387,656	RALGA, Partners
Activity 1a.1.6: Analyse the positions for impact and urgency (difference to make and right time to influence the decision making	18,787,146	3,400,000	3,570,000	3,748,500	3,935,925	4,132,721	RALGA, Partners
Output 1a.2: *RALGA Lobby broadened through networks with various organisations and agencies to get support in advocacy*	171,294,569	31,000,000	32,550,000	34,177,500	35,886,375	37,680,694	RALGA, Partners
Activity 1a.2.1: Carry out Stakeholders' analysis on the priority themes of RALGA	58,571,691	10,600,000	11,130,000	11,686,500	12,270,825	12,884,366	
Activity 1a.2.2. Operationalize the strategic alliance networks	112,722,878	20,400,000	21,420,000	22,491,000	23,615,550	24,796,328	RALGA, Partners
Outcome 1b: Improved working environment in LGEs	1,814,189,066	328,322,500	344738625	361975556.3	380074334.1	399078050.8	RALGA, Partners
Output 1b.1: Implementation of sectoral decentralization process monitored to inform	349,882,971	63,320,000	66,486,000	69,810,300	73,300,815	76,965,856	RALGA, Partners

needed improvement						
Activity 1b.1.1: Document actual status of decentralization: key achievements, issues and approaches	193,397,094	35,000,000	36,750,000	38,587,500	40,516,875	42,542,719	RALGA, Partners
Activity 1b.1.2: Analyse the level and way decisions made by the sector decentralization steering body that are being implemented and provide advices	87415486.38	15,820,000	16,611,000	17,441,550	18,313,628	19,229,309	RALGA, Partners
Activity 1b.1.3: Advocate for pending issues on sectoral decentralization	69070390.63	12,500,000	13,125,000	13,781,250	14,470,313	15,193,828	RALGA, Partners
Output 1b.2: Vibrant local economies developed to contribute to jobs creation and to the national economy	544,562,011	98,552,000	103,479,600	108653580	114086259	119790572	RALGA, Partners
Activity 1b.2.1: Analyse the attractiveness of conditions to investments and skills for local economies and advise accordingly	94,156,757	17,040,000	17,892,000	18,786,600	19,725,930	20,712,227	RALGA, Partners
Activity 1b.2.2: Advocate for/ Facilitate public private partnerships projects proposals to exploit existing economic potentialities/opportunities in LGEs	308,440,736	55,820,000	58,611,000	61,541,550	64,618,628	67,849,559	RALGA
Activity 1b.2.3: Identify capacity gaps for LGEs officials and staff and advocate for their empowerment through skills and tools to drive inclusive local economic development	141964518.1	25,692,000	26,976,600	28,325,430	29,741,702	31,228,787	RALGA, GIZ, Partners
Output 1b.3: LG revenue mobilization and management improved for self-reliance	411,283,785	74,432,000	78,153,600	82061280	86164344	90472561.2	RALGA, Partners
Activity 1b.3.1: Analyse fiscal transfers and advocate for their increase	82,884,469	15,000,000	15,750,000	16,537,500	17,364,375	18,232,593.75	RALGA, Partners
Activity 1b.3.2: Advise LGEs to broadened local revenue base through local economic growth and to fully exploit district revenue potential	154,275,625	27,920,000	29,316,000	30,781,800	32,320,890	33,936,934.50	RALGA, Partners
Activity 1b.3.3: Identify, analyze and advocate for issues related to PFM in LGEs	87,415,486	15,820,000	16,611,000	17,441,550	18,313,628	19,229,308.88	
Activity 1b.3.4: Contribute to the development of capacities of staff in Public Finance Management in LGEs	86,708,206	15,692,000	16,476,600	17,300,430	18,165,452	19,073,724.08	RALGA, Partners
Output 2b.4: social development framework strengthened for transformative adequate services delivery	448,672,969	81,198,500	85,258,425	89,521,346	93,997,414	98,697,284	RALGA, Partners

Activity 1b.4.1: Identify, analyze and advocate for the enabling policy and legal/regulatory framework to facilitate social development in LGEs	251,452,138	45,506,500	47,781,825	50,170,916	52,679,462	55,313,435	RALGA, Partners
Activity 1b.4.2: Identify service delivery gaps for LGEs officials and staff and advocate for their redress to drive social transformation	197,220,831	35,692,000	37,476,600	39,350,430	41,317,952	43,383,849	RALGA, Partners

Outcomes/ Outputs/ Activities by priority areas	Indicators	Target/Year					Source
		2020/21	2021/22	2022/23	2023/24	2020/25	
Priority Area 2: Representation and partnership							
Specific objective 2: To enhance members' representation and partnership at Global, regional and national levels							
Outcome 2: Enhanced members' representation and partnership at Global, regional and national levels	256,514,671	33,260,616	34,696,227	51,288,133	53,389,419	55,831,970	RALGA, Partners
Output 2.1: Representation in various opportunities effectively done by RALGA	181,395,616	33,260,616	34,696,227	36,203,618	37,786,378	39,448,777	RALGA, Partners
Activity 2.1.1: Build representation skills within RALGA	7,278,913	1,317,300	1,383,165	1,452,323	1,524,939	1,601,186	RALGA, Partners
Activity 2.1.2: Establish mechanism to interact with members and collect their views	23,855,967	4,750,000	4,760,080	4,770,664	4,781,777	4,793,446	
Activity 2.1.3: Participate to sector, technical working groups and other opportunities requiring representation of LGEs	13,262,015	2,400,000	2,520,000	2,646,000	2,778,300	2,917,715	RALGA, Partners
Activity 2.1.4: Strengthen the international relation	135,606,263	24,541,316	25,768,382	27,056,801	28,409,641	29,830,123	RALGA, Partners
Activity 2.1.5: Assess continuously RALGA member's representation outcomes.	1,392,458	252,000	264,600	277,830	291,721	306,307	RALGA, Partners
Output 2.2: Strategic ties with national and international bodies and partners established for RALGA visibility	92,485,253	16737500	17574375	18453094	19375748.3	20344535.81	RALGA, Partners
Activity 2.2.1: Classify all potential stakeholders (stakeholder analysis)	696,230	126,000	132,300.00	138,915.00	145,860.75	153,153.79	RALGA, Partners
Activity 2.2.2: Share achievements and experience with stakeholders, foreign LG affiliations and Sister Foreign LG Associations	13,924,591	2,520,000	2,646,000	2,778,300	2,917,215	3,063,076	RALGA, Partners
Activity 2.2.3: Establish the sustainability measures of localising SDGs and regional aspirations	19,685,061	3,562,500	3,740,625	3,927,656	4,124,039	4,330,241	RALGA, Partners
Activity 2.2.4: Stimulate twinning cooperation between Rwanda LGs and Foreign LGs	2,099,740	380,000	399,000.00	418,950.00	439,897.50	461,892.38	RALGA, Partners
Output 2.3: *National LGEs cooperation improved through exchange of experience*	38,713,433	7,093,600	7,448,280	7,820,694	7,976,029	8,374,830	RALGA. Partners
Activity 2.3.1: Identify and document good practices in LGEs	25,763,564	4,750,000	4,987,500	5,236,875	5,263,019	5,526,170	RALGA, Partners
Activity 2.3.2: Organise peer learning opportunities among LGES around good practices	12,949,869	2,343,600	2,460,780	2,583,819	2,713,010	2,848,660	RALGA, Partners

Outcomes/ Outputs/ Activities by priority areas	Total budget (x1,000,000) Frw	Target/Year					Source
		2020/21	2021/22	2022/23	2023/24	2020/25	
Priority Area 3: Capacity building							
Strategic objective 3: To enhance professionalism in LGEs							
Outcome 3: *Enhanced capacity development in LGEs (cadership brand for professional training in LGEs)*	12,504,865,096	102,861,530	918,698,519	1,407,933,293	1,479,091,990	891,381,769	RALGA. Partners
Output 3.1: Capacity building for LGEs institutionalized RALGA	**54,093,073**	**31,906,030**	**5,147,657**	**5,405,039**	**5,675,291**	**5,959,056**	RALGA, Partners
Activity 3.1.1: Develop RALGA capacity building strategy	10,053,500	10,053,500					RALGA, Partners
Activity 3.1.2: Develop a system to regularly update the identified capacity building needs for members and a dynamic profilling data base	25,412,670	18,481,530	1,608,107	1,688,512	1,772,937	1,861,584	RALGA, Partners
Activity 3.1.3: Participate in the establishment of benchmarking system for harmonization and quality of capacity building in LGEs	18,626,903	3,371,000	3,539,550	3,716,528	3,902,354	4,097,472	RALGA, Partners
Output 3.2: *A center for capacity development is established to perfect LGEs' Officials and Staff in skills and values*	5,791,958,977	70,955,500	722,569,513	1,201,997,836	1,262,859,761	665,595,664	RALGA. Partners
Activity 3.2.1: Update the LGI's architectural plan	46,668,000	46,668,000	-	-	-	-	RALGA, Partners
Activity 3.2.2: Develop LGI's business plan and organizational structure	19,369,500	19,369,500	-	-	-	-	RALGA, Partners
Activity 3.2.3: Mobilize funds for the construction of LGI Premises	504,000	-	504,000	-	-	-	RALGA, Partners
Activity 3.2.4: Construct LGI premises	5,725,417,477	4,918,000	1,820,566,800	1,905,439,140	1,994,493,537	-	RALGA, Partners
Output 3.3: *Capacity development at LGEs is delivered in line with LGES' needs and quality assurance standards*	5,986,416,076	1,311,497,547	913,550,863	1,402,528,254	1,473,416,699	885,422,713	RALGA. Partners
Activity 3.3.1: Engage LGEs to carry out capacity needs assessment, develop related intervention plans and provide needed resources	6,316,590	6,316,590	-	-	-	-	RALGA, Partners
Activity 3.3.2: Develop induction courses, short courses and other capacity development programs to LG members and related delivery mode and approaches	727,501,192	131,887,000	138,481,350	145,405,418	152,675,688	159,051,736	RALGA, Partners

	Total	2020/21	2021/22	2022/23	2023/24	2020/25	Source
Activity 3.3.3: Provide regular induction courses, short courses and other capacity development programs to LG members	4,248,815,539	991,406,957	584,088,163	1,056,592,419	1,110,184,072	506,543,928	RALGA, Partners
Activity 3.3.4: Provide training to District staff with particular specificities	727,501,192	131,887,000	138,481,350	145,405,418	152,675,688	159,051,736	
Activity 3.3.4: Conduct regular impact assessment of the capacity building interventions provided in LGEs	276,281,563	50,000,000	52,500,000	55,125,000	57,881,250	60,775,313	
Output 3.4: *Local Government Women Network strengthened*	672,396,971	144,785,725	121,035,665	133,019,848	133,441,821	140,113,912	
Activity 3.4.1:Update and implementation of the Strategic plan	1,524,000	1,524,000	-	-	-	-	RALGA, Partners
Activity 3.4.2: Update the internal rules and regulations	5,932,400	-	-	5,932,400	-	-	RALGA, Partners
Activity 3.4.3: Organize annual general assembly	157,838,552	28,564,800	29,993,040	31,492,692	33,067,327	34,720,693	RALGA, Partners
Activity 3.4.4: Monitor the functioning of the LGWN	29,228,379	5,289,600	5,554,080	5,831,784	6,123,373	6,429,542	RALGA
Activity 3.4.5: Organize professional internships for women in LGs	405,328,877	76,331,325	76,331,325	80,147,891	84,155,286	88,363,050	RALGA, GIZ, Partners
Activity 3.4.6: Organize and provide the mentorship program for women in LGs	72,544,763	33,076,000	9,157,220	9,615,081	10,095,835	10,600,627	RALGA, Partners

Outcomes/ Outputs/ Activities by priority areas	Total budget (x1,000,000) Frw	Target/Year					Source
		2020/21	2021/22	2022/23	2023/24	2020/25	

Priority Area 4: Service delivery							
Specific objective 4: To enhance quality service delivery to members							
Outcome 4: Enhanced Service delivery to members	2,135,010,843	386,680,000	403,262,750	422,350,888	447,118,432	475,598,774	RALGA. Partners
Output 4.1: *Quality Service culture is institutionalized in LGEs*	2,135,010,843	386,680,000	403,262,750	422,350,888	447,118,432	475,598,774	
Activity 4.1.1: Analyse other services that RALGA can provide to LGES	28,721,169.00	4,750,000	4,987,500	5,236,875.0	5,498,719.0	8,248,075.0	RALGA, Partners
Activity 4.1.2: Develop RALGA guiding manual for services to deliver to LGEs	28,721,169.00	4,750,000	4,987,500	5,236,875.0	5,498,719.0	8,248,075.0	RALGA, Partners
Activity 4.1.3: Provide professional services to the members in conformity with the guiding manual	758,430,857.50	142,250,000	142,961,250	150,109,312.5	157,614,778	165,495,517	RALGA. Partners
Activity 4.1.4 Provide technical specialized services to the members.	1,133,417,482.00	205,120,000	215,376,000	226,144,800	237,452,040	249,324,642.00	RALGA. Partners
4.1.5. Digitize services rendered by RALGA to its members	41,773,772.25	7,560,000	7,938,000	8,334,900	8,751,645	9,189,227.25	RALGA. Partners
Outcomes/ Outputs/ Activities by priority areas	**Total budget (x1,000,000) Frw**	**Target/Year**					**Source**
		2020/21	**2021/22**	**2022/23**	**2023/24**	**2020/25**	
Priority Area 5: RALGA Organisation							
Specific objective 5: To enhance RALGA organs							
Outcome 5a: Enhanced membership and functioning of governing bodies	**798,234,215**	**153,445,880**	**176,399,200**	**162,270,186**	**153,524,211**	**177,594,738**	**RALGA**
Output 5a.1: RALGA transparency and accountability enforced	56,128,156	14,900,000	31,750,000	11,212,500	11,488,125	11,777,531	**RALGA**
Activity 5a.1.1: Review and update RALGA articles of association and internal rules and regulations	8,400,000	4,200,000	-	-	4,200,000	-	**RALGA**

Activity 5a.1.2: Inform members on the sources of funds and their utilization, systems compliance and audit findings, activities and decisions from governing organs	2,500,000	500,000	500,000	500,000	500,000	500,000	RALGA
Activity 5a.1.3: Determine services that should RALGA provide to its members	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA
Activity 5a.1.4: Carry out regular Member Perception Survey (MPS) and provide feedback to members	27,628,156	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531	RALGA
Activity 5a.1.6: Carry out baseline study for outcomes and output indicators, monitoring and evaluation of the strategic plan	12,600,000	4,200,000	-	4,200,000	-	4,200,000	RALGA
Activity 5a.1.6: Organise RALGA's 20th anniversary			25,000,000				RALGA
Output 5a.2: Members' participation, empowerment and inclusiveness enhanced	**742,106,058**	**138,545,880**	**144,649,200**	**151,057,686**	**142,036,086**	**165,817,206**	RALGA
Activity 5a.2.1: Organise statutory meetings of various organs	82,397,400	16,479,480	16,479,480	16,479,480	16,479,480	16,479,480	RALGA
Activity 5a.2.2: Organise RALGA forums at each level and layer of membership (district, sector, cell)	574,665,650	104,000,000	109,200,000	114,660,000	120,393,000	126,412,650	RALGA
Activity 5a.2.3: Conduct annual field visits by the members of RALGA organs to LGEs	71,740,300	16,000,000	16,800,000	17,640,000	1,852,200	19,448,100	RALGA
Activity 5a.2.4: Strengthen the capacity of RALGA statutory organs and commissions	13,302,708	2,066,400	2,169,720	2,278,206	3,311,406	3,476,976	RALGA
Outcome 5b: Enhanced structure and operations	4,319,961,956	825,852,900	936,563,105	866,643,820	833,048,572	857,853,560	RALGA
Output 5b.1: *RALGA organisational structure is solid*	2,371,917,956	429,204,100	450,614,305	473,095,020	497,099,772	521,904,760	RALGA

enough to achieve its mission						
Activity 5b.1.1: Define clearly tasks and responsibilities	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA
Activity 5b.1.2: Develop Human Resource policy (job description, performance evaluation, trainings, career development, motivations, working environment, Staff Remuneration)	2,317,159,647	419,199,100	440,159,055	462,167,008	485,675,358	509,959,126	RALGA
Activity 5b.1.3: Develop RALGA's staff capacities in the line with required expertise	49,758,309	9,005,000	9,455,250	9,928,013	10,424,413	10,945,634	RALGA
Output 5b.2: *RALGA autonomy and sustainability developed to achieve its mission*	1,372,344,000	265,948,800	360,948,800	293,548,800	225,948,800	225,948,800	RALGA
Activity 5b.2.1: Develop an efficient way for timely membership fee collection	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	RALGA
Activity 5b.2.2: Develop mechanisms to constitute RALGA reserve funds	394,744,000	78,948,800	78,948,800	78,948,800	78,948,800	78,948,800	RALGA
Activity 5b.2.3: Institutionalise cost-sharing approach for specific services provided to its members	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA
Activity 5b.2.4: Develop and implement a policy for efficient technology-based use and management of resources, assets, land and property	947,600,000	181,000,000	276,000,000	208,600,000	141,000,000	141,000,000	RALGA
Activity 5b.2.5: Diversify sources of revenue generation through project proposals and subsidiary entities	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	RALGA
Output 5b.3: *Use of information technology for effective and efficient operations and service delivery promoted in RALGA*	**575,700,000**	**130,700,000**	**125,000,000**	**100,000,000**	**110,000,000**	**110,000,000**	RALGA

Activity 5b.3.1: Develop/ upgrade systems/software used in RALGA operations (e-archives, e-learning, e-library, e-document, e-procurement, e-payment, e-signature, e-recruitment, etc…)	83,000,000	23,000,000	15,000,000	15,000,000	15,000,000	15,000,000	
Activity 5b.3.2: Put in place suitable technology and IT tools for services delivery to LGEs and other stakeholders	162,000,000	42,000,000	40,000,000	20,000,000	30,000,000	30,000,000	
Activity 5b.3.3: Acquire IT hard infrastructure	251,000,000	51,000,000	50,000,000	50,000,000	50,000,000	50,000,000	
Activity 5b.3.4: Capacitate RALGA members and staff and concerned district staff in use of developed IT tools	79,700,000	14,700,000	20,000,000	15,000,000	15,000,000	15,000,000	
Outcome 5c: Enhanced information sharing with members and stakeholders	**332,550,000**	**98,500,000**	**57,800,000**	**60,650,000**	**57,800,000**	**57,800,000**	RALGA
Output 5c.1: *Effective and efficient communication system operational in RALGA*	43,550,000	16,700,000	6,000,000	8,850,000	6,000,000	6,000,000	RALGA
Activity 5c.1.1: Develop and implement RALGA communication strategy	8,550,000	5,700,000		2,850,000			RALGA
Activity 5c.1.2: Design and operationalise an IT-based communication system	25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	RALGA
Activity 5c.1.3: Develop Communication channels (Website, Video-conference and online forums, social media) customized to each category of audience (staff, members, partners, medias)	10,000,000	6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA
Activity 5c.1.4: Monitor the use of the system (Internal, organs, partners, medias)	10,000,000	6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA

Output 5c.2: *Communication with RALGA members and stakeholders effective and well coordinated*	41,500,000	8,300,000	8,300,000	8,300,000	8,300,000	8,300,000	RALGA
Activity 5c.2.1: Enhance internal communication practices for information exchange and awareness of important development	25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	RALGA
Activity 5c.2.2: Monitor the regularity and continuity of the flow of information between RALGA and its members and stakeholders (from and back)	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	RALGA
Activity 5c.2.3: Inform members of updates on outputs of the activities undertaken by RALGA	1,500,000	300,000	300,000	300,000	300,000	300,000	RALGA
Output 5c.3: *Documentation and knowledge sharing developed in RALGA*	247,500,000	73,500,000	43,500,000	43,500,000	43,500,000	43,500,000	RALGA
Activity 5c.3.1: Put in place and operationalize a "Documentation Centre" or "LG Profile Centre" on LGEs	20,000,000	8,000,000	3,000,000	3,000,000	3,000,000	3,000,000	RALGA
Activity 5c.3.2: Establish an Internal System of data processing and information keeping	25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	RALGA
Activity 5.3.3: Operationalise the categorization and cataloguing of information	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	RALGA
Activity 5c.3.4: Define modalities of information access and diffusion	2,500,000	500,000	500,000	500,000	500,000	500,000	RALGA
Activity 5c.3.5: Disseminate the information to the users	195,000,000	59,000,000	34,000,000	34,000,000	34,000,000	34,000,000	RALGA

Annex 5. Monitoring and evaluation framework/ RALGA Strategic Plan 2020-2025

Priority Area 1: Advocacy						
Specific objective 1: To streamline policy analysis and evidence-based advocacy						
Results	**Performance Indicators**	**Baseline**	**Source of data**	**Data collection methods/ techniques**	**Frequency**	**Responsible**
Outcome 1a: Strengthened participation of RALGA in socio-economic transformation	(%) Level of RALGA influence on public policy applicable in LGEs (adapted from GDSSP, 2018, P.69; CSDB, 2015, P.60)		Reports	Desk review,	Annual	RALGA
Output 1a.1: *RALGA advocacy evidence-based for effective policy influence*	% of issues with to be go to the voice (approved positions)		RALGA reports	Report analysis	Quarterly	RALGA
Output 1a.2: *RALGA Lobby broadened through networks with various organisations and agencies to get support in advocacy*	% of issues for advocacy with support of stakeholders		Representation reports	Report analysis	Quarterly	RALGA
Outcome 1b: Improved working environment in LGEs	(%) performance Increase in area of RALGA responsibilities		Survey in LGEs	Report analysis	Annual	RALGA
Output 1b.1: *Implementation of sectoral decentralization process monitored to inform needed improvement*	% of services identified to be decentralized that are effectively decentralized (GDSSP 2018, p.75)		Report from MINALOC	Desk review, consultation	Quarterly	RALGA
Output 1b.2: *Vibrant local economies developed to contribute to jobs creation and to the national economy*	% of Public-Private Partnership projects implemented at District Level (GDSSP 2018, p.75)		Report from LGEs and PSF	Desk review, reports analysis	Quarterly	RALGA
Output 1b.3: *LG revenue mobilization and management improved for self-reliance*	(%) Increase of district own source revenues adapted from GDSSP, 2018, P.673)		MINECOFIN reports	Desk review	Annual	RALGA
Output 1b.4: *social development framework strengthened for transformative adequate services delivery*	% Level of RALGA influence on social services		RALGA representation reports	Report analysis	Annual	RALGA

Priority Area 2: Representation and partnership						
Specific objective 2: To enhance members' representation and partnership at Global, regional and national levels						
Results	**Performance Indicators**	**Baseline**	**Source of data**	**Data collection methods/ techniques**	**Frequency**	**Responsible**
Outcome 2: Enhanced members' representation and partnership at Global, regional and national levels	(%) Satisfaction of RALGA members with the outcome of representation and partnership		Survey report from members	Survey	Every 2 years	RALGA
Output 2.1: *Representation in various opportunities effectively done by RALGA*	(%) Level of utility of results of representation		Representation reports	Report analysis	Quarterly	RALGA
Output 2.2: *Strategic ties with national and international bodies and partners established for RALGA visibility*	(%) Proportion of operational initiated collaboration initiatives		Partnership report	Report analysis, Survey	Quarterly	RALGA
Output 2.3: *National LGEs cooperation improved through exchange of experience*	(%) Proportion of good practices adopted by LGEs		Survey +Reports from LGES	Report analysis, Survey, field visits	Quarterly	RALGA

Priority Area 3: Capacity building						
Specific objective 3: To enhance professionalism in LGEs						
Results	**Performance Indicators**	**Baseline**	**Source of data**	**Data collection methods/ techniques**	**Frequency**	**Responsible**
Outcome 3: Enhanced capacity of the members to deliver on their mandate	Level of professionalism of staff in LGEs		Monitoring report by RALGA	Report analysis, Survey	Annual	RALGA
Output 3.1: *Capacity building for LGEs institutionalized RALGA*	(%) Level of implementation of LG Capacity Development interventions (adapted from GDSSP, 2018, P.76		Capacity building reports from districts; Reports from RDB	Report analysis, Survey	Annual	RALGA
Output 3.2: *A center for capacity development is established to perfect LGEs' Officials and Staff in skills and values*	Quantity	0	RALGA reports	Report analysis	Quarterly	RALGA
Output 3.3: *Capacity development at LGEs is delivered in line with LGES' needs and quality assurance standards*	(%) Compliance level of interventions with quality assurance framework (adapted from GDSSP, 2018, P.76)		Capacity development platform report	Report analysis	Quarterly	RALGA

Results	Performance Indicators	Baseline	Source of data	Data collection methods/ techniques	Frequency	Responsible
Output 3.4: *Local Government Women Network strengthened to mentor women in LGEs*	(%)Level of participation in LGs		LGWN reports, LGEs reports	Report analysis	Quarterly	RALGA

<table>
<tr><td colspan="7" style="background:#00ff00">Priority Area 4: Service delivery</td></tr>
<tr><td colspan="7" style="background:#00ff00">Specific objective 4: To enhance quality service delivery to members</td></tr>
</table>

Results	Performance Indicators	Baseline	Source of data	Data collection methods/ techniques	Frequency	Responsible
Outcome 4: Enhanced Service delivery to members	(%) Level of quality service Delivery (adapted from GDSSP, 2018, P.71)		RGB reports	Report analysis	Annual	RALGA
Output 4.1: *Quality Service culture is institutionalized in LGEs*	(%) Compliance level of interventions with quality assurance framework (adapted from GDSSP, 2018, P.76)		MPS, RGB reports	Report analysis	Annual	RALGA

<table>
<tr><td colspan="7" style="background:#00ff00">Priority Area 5: RALGA Organisational enhancement</td></tr>
<tr><td colspan="7" style="background:#00ff00">Specific objective 5: To enhance RALGA organs</td></tr>
</table>

Results	Performance Indicators	Baseline	Source of data	Data collection methods/ techniques	Frequency	Responsible
Outcome 5a: Enhanced membership and functioning of governing bodies	(%) Level of member's perception on the RALGA functioning		MPS report	Survey and desk review	Annual	RALGA
Output 5a.1: *RALGA transparency and accountability enforced*	(%) Approval level of the proposals (adapted from GDSSP, 2018, P.68)[20]		RALGA General Assembly report	Report analysis	Annual	Control Committee RALGA
Output 5a.2: *Members' participation, empowerment and inclusiveness are enhanced*	(%) participation level in decisions made adapted from GDSSP, 2018, P.69 and CSDB, 15, P.60)		Reports from forums, organs and commissions	Report analysis	Quarterly	RALGA
Results	**Performance Indicators**	**Baseline**	**Source of data**	**Data collection methods/ techniques**	**Frequency**	**Responsible**
Output 5a.3: *Members' engagement strengthened in solving their own problems*	% of resolutions attained through organisational consultation		Reports from forums, organs and commissions	Report analysis	Quarterly	RALGA

[20] MINALOC, 2018

Results	Performance Indicators	Baseline	Source of data	Data collection methods/ techniques	Frequency	Responsible
Outcome 5b: Enhanced structure and operations	(%) Level of satisfaction of the members with RALGA functioning		MPS	Survey, Report analysis	Annual	RALGA
Output 5b.1: *RALGA organizational structure is enhanced to achieve its mission*	(%) Average level of staff Performance		Performance appraisal, AAP achievement reports Staff perception report	Reports analysis, survey	Quarterly	RALGA
Output 5b.2: *RALGA autonomy and sustainability are developed to achieve its mission*	(%) Level of financing its activity with own revenues		Technical and financial reports	Report analysis	Quarterly	RALGA
Output 5b.3: *Use of information technology for effective and efficient operations and service delivery promoted in RALGA*	*% of digitized services out of total services in RALGA (adapted from GDSSP, 2018, P.70)*		Technical reports	Report analysis	Quarterly	RALGA
Outcome 5c: Enhanced information sharing with members and stakeholders	(%) Level of information of stakeholders on RALGA achievemnts (adapted from GDSSP, 2018, P.70)		Access to information survey report (with members and partners)	Survey	Quarterly	RALGA
Output 5c.1: Effective and efficient communication system operational in RALGA	Level of satisfaction with the functiioning of communication mechanism adapted from GDSSP, 2018, P.70)		Communication report from RALGA	Report analysis, quality check	Monthly	RALGA
Ouput 5c.2: *Communication with RALGA member and stakeholders is well coordinated*	(%) Level of satisfaction with information on different key themes of communication (adapted from GDSSP, 2018, P.70; see RMB, RGS 2016, p.27)		Feedback report on thematic information (with members and partners)	Survey, Report analysis	Quarterly	RALGA
Results	**Performance Indicators**	**Baseline**	**Source of data**	**Data collection methods/ techniques**	**Frequency**	**Responsible**
Output 5c.3: *Documentation and knowledge sharing developed in RALGA*	Level of completeness of information on key issues of interest		Report on quality of kept and shared information	Report review	Quarterly	RALGA

Annex 6: Reporting Template

NB: in terms of quarterly monitoring, you are advised to put activities under each output.

Priority Area 1: Advocacy

Specific objective 1: To streamline policy analysis and evidence-based advocacy

Results	Indicator	Baseline	Planned target	Actual achievement against planned target	Sign age	Factors contributing to that achievement (Refer to planned activities)	Challenges/issues affecting the achievement (refer to activities and other factors)	Mitigation strategies (recommended actions)	Recommended modification against planned interventions or targets	Effects on beneficiaries and sustainability
Outcome 1a: Strengthened participation of RALGA in socio-economic transformation	(%) Level of RALGA influence on public policy applicable in LGEs (adapted from GDSSP, 2018, P.69; CSDB, 2015, P.60)									
Output 1a.1: *RALGA advocacy evidence-based for effective policy influence*	% of issues with to be go to the voice (approved positions)									
Output 1a.2: *RALGA Lobby broadened through networks with various organisations and agencies to get support in advocacy*	% of issues for advocacy with support of stakeholders									
Outcome 1b: Improved working environment in LGEs	(%) performance Increase in area of RALGA responsibilities									
Output 1b.1: *Implementation of sectoral decentralization process monitored to inform needed improvement*	% of services identified to be decentralized that are effectively									

Priority Area 1: Advocacy

Specific objective 1: To streamline policy analysis and evidence-based advocacy

Results	Indicator	Baseline	Planned target	Actual achievement against	Signage	Factors contributing to that achievement (Refer to planned	Challenges/issues affecting the achievement	Mitigation strategies (recommended	Recommended modification against	Effects on beneficiaries and sustainability
	decentralized (GDSSP 2018, p.75)									
Output 1b.2: *Vibrant local economies developed to contribute to jobs creation and to the national economy*	% of Public-Private Partnership projects implemented at District Level (GDSSP 2018, p.75)									
Output 1b.3: *LG revenue mobilization and management improved for self-reliance*	(%) Increase of district own source revenues adapted from GDSSP, 2018, P.673)									
Output 1b.4: *social development framework strengthened for transformative adequate services delivery*	% Level of RALGA influence on social services									

Legend: in the scoring system from 0 to 100

80 ≤Score ≤ 100
60 ≤ Score ≤ 79.9
40 ≤ Score ≤ 59.9
0 ≤ Score ≤ 39.9

Priority Area 2: Representation and partnership

Specific objective 2 To enhance members' representation and partnership at Global, regional and national levels

Results	Indicator	Baseline	Planned target	Actual achievement against planned target	Signage	Factors contributing to that achievement (Refer to planned activities)	Challenges/issues affecting the achievement (refer to activities and other factors)	Mitigation strategies (recommended actions)	Recommended modification against planned interventions or targets	Effects on beneficiaries and sustainability
Outcome 2: Enhanced	(%) Satisfaction									

members' representation and partnership at Global, regional and national levels	of RALGA members with the outcome of representation and partnership								
Output 2.1: *Representation in various opportunities effectively done by RALGA*	(%) Level of utility of results of participation								
Output 2.2: *Strategic ties with national and international bodies and partners established for RALGA visibility*	(%) Proportion of operational initiated collaboration initiatives								
Output 2.3: *National LGEs cooperation improved through exchange of experience*	(%) Proportion of good practices adopted by LGEs								

Priority Area 3: Capacity building										
Specific objective 3: To enhance professionalism in LGEs										
Results	Indicator	Baseline	Planned target	Actual achievement against planned target	Sign age	Factors contributing to that achievement (Refer to planned activities)	Challenges/issues affecting the achievement (refer to activities and other factors)	Mitigation strategies (recommended actions)	Recommended modification against planned interventions or targets	Effects on beneficiaries and sustainability
Outcome 3: Enhanced capacity of the members to deliver on their mandate	Level of professionalism of staff in LGEs									
Output 3.1: *Capacity building for LGEs institutionalized RALGA*	(%) Level of implementation of LG Capacity Development interventions (adapted from GDSSP, 2018, P.76									
Output 3.2: *A center for capacity development is established to perfect LGEs' Officials and Staff in skills and values*	Quantity									
Output 3.3: *Capacity development at LGEs is delivered in line with LGES' needs and quality assurance standards*	(%) Compliance level of interventions with quality assurance framework (adapted from GDSSP, 2018, P.76)									

Output 3.4: *Local Government Women Network strengthened to mentor women in LGEs*	(%)Level of participation in LGs									

Priority Area 4: Service delivery

Specific objective 4: To enhance quality service delivery to members

Results	Indicator	Baseline	Planned target	Actual achievement against planned target	Sign age	Factors contributing to that achievement (Refer to planned activities)	Challenges/issues affecting the achievement (refer to activities and other factors)	Mitigation strategies (recommended actions)	Recommended modification against planned interventions or targets	Effects on beneficiaries and sustainability
Outcome 4: Enhanced Service delivery to members	(%) Level of quality service Delivery adapted from GDSSP, 2018, P.71)									
Output 4.1: *Quality Service culture is institutionalized in LGEs*	(%) Compliance level of interventions with quality assurance framework (adapted from GDSSP, 2018, P.76)									

Priority Area 5: RALGA Organisational enhancement

Specific objective 5: To enhance RALGA organs

Results	Indicator	Baseline	Planned target	Actual achievement against planned target	Sign age	Factors contributing to that achievement (Refer to planned activities)	Challenges/issues affecting the achievement (refer to activities and other factors)	Mitigation strategies (recommended actions)	Recommended modification against planned interventions or targets	Effects on beneficiaries and sustainability
Outcome 5a: Enhanced membership and functioning of governing bodies	(%) Level of member's perception on the RALGA									

	functioning									
Output 5a.1: *RALGA transparency and accountability enforced*	(%) Approval level of the proposals (adapted from GDSSP, 2018, P.68)[21]									
Output 5a.2: *Members' participation, empowerment and inclusiveness are enhanced*	(%) participation level in decisions made adapted from GDSSP, 2018, P.69 and CSDB, 15, P.60)									
Output 5a.3: *Members' engagement strengthened in solving their own problems*	% of resolutions attained through organisational consultation									
Outcome 5b: Enhanced structure and operations	(%) Level of satisfaction of the members with RALGA functioning									
Output 5b.1: *RALGA organisational structure is enhanced to achieve its mission*	(%) Average level of staff Performance									
Output 5b.2: *RALGA autonomy and sustainability are developed to achieve its mission*	(%) Level of financing its activity with own revenues									
Output 5b.3: *Use of information technology for effective and efficient operations and service*	*% of digitized services out of total services in RALGA*									

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[21] MINALOC, 2018

delivery promoted in RALGA	(adapted from GDSSP, 2018, P.70)								
Outcome 5c: Enhanced information sharing with members and stakeholders	(%) Level of information of stakeholders on RALGA achievemnts (adapted from GDSSP, 2018, P.70)								
Output 5c.1: *Effective and efficient communication system operational in RALGA*	Level of satisfaction with the functiioning of communication mechanism adapted from GDSSP, 2018, P.70)								
Ouput 5c.2: *Communication with RALGA member and stakeholders is well coordinated*	(%) Level of satisfaction with information on different key themes of communication (adapted from GDSSP, 2018, P.70; see RMB, RGS 2016, p.27)								
Output 5c.3: *Documentation and knowledge sharing developed in RALGA*	Level of completeness of information on key issues of interest								