



**USAID** | **RWANDA**  
FROM THE AMERICAN PEOPLE

# LAND PROJECT, RWANDA

**Annual Progress Report**  
**JULY 1, 2014 – JUNE 30, 2015**

**Contract No. AID-696-C-12-00002**

**Prepared For**

**U.S. Agency for International Development  
USAID/Rwanda Democracy and Governance  
Office  
Contract No. AID-696-C-12-00002**

**Prepared By**

**Chemonics International Inc.  
1717 H. Street NW #1  
Washington, DC 20006  
Phone: 202-955-3300  
Fax: 202-955-3400  
[www.chemonics.com](http://www.chemonics.com)**



**USAID** | **RWANDA**  
FROM THE AMERICAN PEOPLE

# REPORT: LAND PROJECT

**ANNUAL PROGRESS REPORT  
JULY 1, 2014 – JUNE 30, 2015**

**CONTRACT NUMBER: 696-C-12-00002**

**July 2015**

This report is made possible by the support of the American People through the United States Agency for International Development (USAID.)

# LAND PROJECT

**ANNUAL PROGRESS REPORT  
JULY 1, 2014 – JUNE 30, 2015**

**Contract No. AID-696-C12-00002  
Submitted by Anna Knox, Chief of Party  
July 31, 2015**

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

**CONTENTS**

**ACRONYMS.....2**

**EXECUTIVE SUMMARY .....3**

**SECTION 1: YEAR 3 TARGETS AND RESULTS.....5**

**A. Year 3 Work Plan .....5**

**B. Year 3 Monitoring and Evaluation (M&E) Plan.....25**

**SECTION 2: ASSESSMENT OF GOR CAPACITY TO INDEPENDENTLY  
IMPLEMENT THE PROJECT AND MONITOR PROJECT PROGRESS .....30**

**SECTION 3: PRIORITY AREAS FOR ACTION IN YEAR 4 .....31**

## ACRONYMS

COP	Chief of Party
COR	Contracting Officer's Representative
CRAFT	Rwanda Coalition for Women's Access to Land
CSO	Civil Society Organization
DDG	Deputy Director General
DG	Democracy and Governance
FY	Fiscal Year
GMO	Gender Monitoring Office
GOR	Government of Rwanda
ILPD	Institute of Legal Practice and Development
INES	Ruhengeri Institute of Higher Education
IPAR	Institute of Policy Analysis and Research
IT	Information Technology
LAF	Legal Aid Forum
LAIS	Land Administration Information System
LUC	Land Use Consolidation
M&E	Monitoring and Evaluation
MAJ	<i>Maison d'Accès à la Justice</i>
MINAGRI	Ministry of Agriculture and Animal Resources
MINIRENA	Ministry of Natural Resources
MP	Members of Parliament
NLRA	National Land Research Agenda
NLUPP	National Land Use Planning Portal
NORC	National Opinions Research Council
NUR	National University of Rwanda
NWC	National Women's Council
OSC	Overseas Strategic Consulting
PMP	Performance Monitoring Plan
PMU	Project Management Unit
RAB	Rwanda Agriculture Board
RFP	Request for Proposal
RNRA	Rwanda Natural Resources Authority
TOR	Terms of Reference
TOT	Training of Trainer
USAID	United States Agency for International Development
USG	United States Government

## EXECUTIVE SUMMARY

The LAND Project contributes to Rwanda's enduring peace and prosperity by strengthening the resilience of its citizens, communities, and institutions and their ability to adapt to land-related economic, environmental, and social changes.

This overarching goal of the project is supported by efforts to assist the Government of Rwanda (GOR), civil society and local communities to achieve two major objectives:

1. *Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by GOR officials, local civil society organizations, research institutes and citizens.*
2. *Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land related issues and GOR laws and policies (i.e. crop intensification, land inheritance, rural/urban migration).*

In Year 3, the project achieved considerable success not only in achieving the milestones set out at the beginning of Year 3, but also in capitalizing on unexpected opportunities to further realize the project's two pillar objectives.

Building off of its success in Year 2, and in line with its core objective of creating a cadre of Rwandan institutions that can generate high quality analysis of policy effects and other types of empirical research to reliably inform land policy, the project launched a second round of research awards focusing on: 1) the implementation of Rwanda's expropriation law and outcomes on the population; 2) the impact of gendered legal rights to land on the prevalence and nature of intra- and inter-household disputes; and 3) access to the land tenure administration system in Rwanda and the impacts of the system on ordinary citizens. Following award in October 2014, the three organizations selected to conduct this research participated in a research methods workshop and were paired with senior social scientists from around the world who provided hands-on mentoring support to guide them through each stage of the research lifecycle. As of the end of Year 3, Ruhengeri Institute of Higher Education (INES-Ruhengeri) had presented its research results and policy recommendations at both the district and national levels, and the Legal Aid Forum (LAF) and the Institute of Legal Policy and Development (ILPD) were poised to do the same in July 2015. Continuing its commitment to Rwandan ownership of this research, the project co-organized the third annual National Land Research Agenda (NLRA) workshop in January 2015 to engage a diverse set of land sector stakeholders in a highly participative process to select the next iteration of research themes for Year 4 support.

A major achievement of the LAND Project's Year 3 was the launch of the National Land Use Planning Portal (NLUPP) in November 2014. Developed jointly between the Rwanda Natural Resources Authority (RNRA) and Esri Rwanda with the support of the project, the NLUPP seeks to disseminate official land use plans at national and local levels by compiling them in one place and making them publically available. By increasing access to these plans, this activity aims to facilitate compliance with the official land use plans, while simultaneously enabling citizens to pose questions about them and communicate any concerns. To accommodate ensure broad access to the

public, the portal was developed in both English and Kinyarwanda. Recognizing the potential constraints of this electronic tool, the project additionally produced printed cell level land use plans, extracted from approved district level land use plans and overlaid with parcel boundaries, for display in the executive secretary offices of every cell. By the end of Year 3, 895 cell-level maps corresponding to 12 districts had been produced in electronic form and were under review by the RNRA. In Year 4, the land use maps corresponding to the cells in the 18 remaining districts will be developed, and distributed.

In the beginning of Year 3, the project completed a series of comprehensive legal drafting exercises, including the Presidential Order on Land Allocation and Leasing, the Ministerial Order on Land Assignment, and the Prime Ministerial Order on Modalities for the Use, Development and Management of Swamp Land in Rwanda. These legal drafting activities were designed to strengthen the rights of ordinary citizens, create opportunities for national growth and development, and promote participation and inclusion among citizens and key stakeholders. Having contributed positively to their creation, the project was later invited to review and contribute to the drafting of related land laws and regulations, in addition to the Ministerial Order on Land Registration and the Ministerial Order on Land Use Consolidation. Over the course of the year the project has witnessed the impact of these activities on land-related policy, including the incorporation of key elements of the project's review into the expropriation bill that was passed by the Senate and Chamber of Deputies in April 2015. Perhaps the most visible confirmation of the project's capacity to support and inform land policy is its continued involvement in a review of the 2004 national land policy. Having completed an initial assessment of the need for a comprehensive review of the policy, the project has been requested to take a lead role in coordinating the review and stakeholder consultations during Year 4.

Other important achievements of the LAND Project during Year 3 included:

- Providing training on the new expropriation law, the 2013 land law, and climate change resilience measures to legal assistance providers from Haguruka, the National Women's Council (NWC), and members of the Rwanda Coalition for Women's Access to Land (CRAFT);
- Selecting and subcontracting a firm to implement a communications campaign to influence the attitudes and mindsets of men and boys about women's rights to land and property and to overcome values and beliefs that act to hinder women from effectively exercising their rights to land;
- Finalizing and disseminating the land communications strategy to all Communications Working Group members, and publishing this strategy to the Rwanda Land website;
- Facilitating a communications skills building workshop to strengthen the overall capacity of the Rwandan land sector to implement the communications strategy;
- Integrating data corresponding to disputes in each of Rwanda's 30 districts in to the existing land administration information system (LAIS) and finalizing and sharing a report summarizing the types and locations of these disputes with the RNRA;

- Drafting and disseminating a research brief on land tenure reforms and government revenues, and drafting a second research brief on the integration of climate change adaptation in to the legal framework on land;
- Training Haguruka legal staff on the collection, management and analysis of information in their case tracking system, including land-related disputes;
- Launching a review of Rwanda’s ongoing process for land use planning to ensure that the process is inclusive, promotes resilience to climate change, and is carried out both efficiently and democratically; and
- Collecting data on citizen vulnerability and awareness of the legal framework on land in four sectors and initiating analysis of changes since the 2014 baseline survey.

The LAND Project has made significant progress in meeting its monitoring and evaluation (M&E) output targets, excelling in those areas related to stakeholder engagement and training. The project M&E plan was revised in Year 3 to establish targets for new indicators and to increase targets for others, reflecting the project’s ability to not only meet, but exceed prior expectations.

Having recently completed Year 4 work planning in July 2015, the project is poised to continue on this positive trajectory by leveraging its excellent past performance and strong relationships. Developed in collaboration with the project GOR counterpart, the RNRA, the Year 4 work plan will continue to support technical activities in the areas of capacity building and training, drafting and review of policy and legal instruments, communications support, research, supporting civil society organizations (CSOs), and enhancing public awareness of the legal framework governing land. The project will additionally initiate new technical activities focused on: 1) contributing to the development of a land governance monitoring system which would include capturing and disseminating information on the status of land disputes, and 2) analyzing court decisions on women’s land rights and their enforcement to assess compliance with the law.

## **SECTION 1: YEAR 3 TARGETS AND RESULTS**

This section presents progress by the LAND Project in achieving Year 3 work plan target milestones against actual progress in the third year. It also reports on achieved outputs against target indicators established in the project M&E Plan and presents baseline data collected on outcome indicators. Consistent with Section F2(i) of the project contract, a detailed summary of technical and operational progress and results for project Year 3 is contained in the LAND Project fourth quarterly report for Year 3.

### **A. Year 3 Work Plan**

On June 18, 2014, the Rwanda LAND Project convened key stakeholders from the Government of Rwanda (GOR), research community, civil society, and the international community at the Lemigo Hotel in Kigali, Rwanda for the project’s Year 3 work plan meeting. Attended by 23 of the project’s closest partners, the work plan meeting provided an opportunity for the project to communicate proposed Year 3 activities to stakeholders and review and discuss prospective project and partner roles. Opening and closing remarks were delivered by the Deputy Director General (DDG),

of the Lands and Mapping Department, Rwanda Natural Resources Authority (RNRA) and the USAID Office Director for Democracy and Governance. The meeting enabled partners to discuss and agree on work plan activities and partner roles in supporting them.

Table 1 summarizes the planned activities and target milestones from the Year 3 work plan, as well as the percent of activity milestones achieved. In total, the LAND Project achieved 84% of its work plan milestone targets *without* considering additional core outputs and achievements associated with several activities that went beyond the established milestones. This high level of achievement was made possible by: the increasingly solidified partnership with the project's main GOR counterparts RNRA and Ministry of Natural Resources (MINIRENA) which owes much to the work of the RNRA-LAND Project Liaison; the dedication and enhance quality of work delivered by project staff and partners; the due diligence and consistency of support exercised by the home office Project Management Unit (PMU); and the growing recognition and trust afforded to the project by the land sector stakeholder community in Rwanda.

**Table 1: Year 3 Work Plan Activities, Target Milestones, and Milestones Reached**

*Objective 1: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens.*

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
1	<p>Provide Haguruka and NWC paralegal with case handbook that can provide practical legal guidance for effective resolution of common land cases.</p> <p>Partnering with the RNRA, carry out four TOT programs in different parts of Rwanda for DLB staff on the legal framework governing land, with particular emphasis on the new land law and subsidiary legislation.</p> <p>Develop training and TOT materials and make available to the RNRA, DLB staff, and other stakeholders as relevant.</p> <p>Train Haguruka paralegals and NWC volunteers on key provisions of the new expropriation law and climate change risk assessment and adaptation measures, as well as provide a refresher training on the 2013 land law. Train lawyers and other legal professionals from Haguruka and CRAFT on the new expropriation law and climate change risk assessment and adaptation measures, and a comprehensive treatment of the 2013 Land Law and its implementing regulations.</p> <p>Work with the RNRA to support the formation of a Land Capacity Building Working Group to coordinate land trainings and other capacity building endeavors among different providers; this group would be responsible for development of comprehensive land capacity building strategy and training curricula for different audiences.</p>	<ul style="list-style-type: none"> <li>• Dissemination of a case handbook to 300 Haguruka paralegals and NWC volunteers.</li> <li>• 150 curriculum and other training materials developed for DLB trainers: CD/flash disk and hardcopy.</li> <li>• Four ToT trainings held targeting DLB staff</li> <li>• At least 250 community legal assistance providers trained on key provisions of the new expropriation law and climate change risk assessment and adaptation measures.</li> <li>• At least 25 lawyers and other legal professionals trained on the new expropriation law, climate change risk assessment and adaptation measures, the 2013 Land Law and select implementing regulations.</li> <li>• Form Land Training Working Group among providers of land-related trainings.</li> <li>• Land training strategy developed and target audiences for training identified.</li> <li>• Land training curricula developed for at least one target audience.</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum and other training materials developed for DLB trainers prepared and 50 hard copies disseminated.</li> <li>• Four trainings held targeting DLB staff.</li> <li>• 500 copies of case handbook on application of land-related law disseminated to Haguruka paralegals and lawyers, and NWC volunteers.</li> <li>• Four trainings on the new expropriation law and climate change adaptation held that trained 139 NWC and Haguruka paralegals and 36 Haguruka and other CRAFT member lawyers.</li> </ul>	56%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
2	<p>Hold meetings and forums to inform review and drafting exercises.</p> <p>Review land-related existing and proposed land legislation prioritized by the RNRA to assess their legal soundness and implications.</p> <p>Draft land-related legislation prioritized by the RNRA or other GOR stakeholders.</p>	<ul style="list-style-type: none"> <li>• At least two land sector stakeholder forums held to inform review and drafting exercises.</li> <li>• At least two land-related legal instruments reviewed.</li> <li>• At least two legal instruments drafted or amended.</li> </ul>	<ul style="list-style-type: none"> <li>• Three legal instruments drafted:               <ol style="list-style-type: none"> <li>1. Presidential Order on Land Allocation and Leasing;</li> <li>2. Ministerial Order on Land Assignment;</li> <li>3. Prime Ministerial Order on Modalities for the Use, Development and Management of Swamp Land in Rwanda.</li> </ol> </li> <li>• Two draft implementing regulations rigorously reviewed: the Presidential Order on Land Allocation and Leasing and the Ministerial Order on Land Assignment.</li> </ul> <p><i>Additional:</i></p> <ul style="list-style-type: none"> <li>• Report prepared on Rwanda's compliance with the Africa Land Policy Framework and Guidelines.</li> </ul>	66%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
3	<p>Support the RNRA in communicating critical elements of the legal framework governing land to Rwandan citizens through provision of capacity building and implementation support to CSOs.</p> <ul style="list-style-type: none"> <li>• Issue competitive bid framed around delivering on gender component of the communications strategy (see Activity 9);</li> <li>• Provide communications capacity building support to bid awardees.</li> </ul> <p>Support Land Communications Working Group to serve as a peer-learning forum for land-related communications and to assess implementation of the Land Communications Strategy.</p>	<ul style="list-style-type: none"> <li>• Land communications strategy finalized and disseminated to all Working Group members and on the Rwanda Land website.</li> <li>• Request for proposal (RFP) drafted for gender component of Land Communications Strategy, and advertised.</li> <li>• CSO selected for LAND Project support to implement gender component of Land Communications Strategy.</li> <li>• Communications capacity building course held for Working Group members, including bid awardee.</li> <li>• Instruments developed to track implementation of communications strategy and to assess effectiveness.</li> <li>• At least three meetings of Land Communications Working Group held to discuss priority topics and assess communications strategy implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Land communications strategy finalized and disseminated to all Working Group members and on the Rwanda Land website.</li> <li>• RFP drafted for gender component of Land Communications Strategy, and advertised.</li> <li>• Instrument developed to track implementation of communications strategy and assess effectiveness: list of suggested indicators for Working Group members; table of WG member land communications activities posted on Rwanda Land website.</li> <li>• Two meetings of Land Communications Working Group held.</li> <li>• CSO selected for LAND Project support to implement gender component of Land Communications Strategy.</li> <li>• Communications capacity building course held for Working Group members, including bid awardee.</li> </ul>	92%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
4	<p>NLUPP and other products developed to facilitate the dissemination of land use plans at the national and district levels.</p> <ul style="list-style-type: none"> <li>• Develop, test, and launch the portal;</li> <li>• Train RNRA staff to maintain and continuously update the portal;</li> <li>• Develop communications products for citizens who lack access to the Internet, together with proposed mechanism to elicit input.</li> </ul>	<ul style="list-style-type: none"> <li>• NLUPP launched.</li> <li>• RNRA IT and GIS staff trained on maintenance of the portal.</li> <li>• National Land Use Plan and 30 district land use plans featured on portal.</li> <li>• Communications product developed to promote the portal and expand usage.</li> <li>• At least one communications product on land use plans designed and printed.</li> </ul>	<ul style="list-style-type: none"> <li>• NLUPP publically launched.</li> <li>• RNRA IT and GIS staff trained on maintenance of the portal.</li> <li>• National Land Use Development Master Plan and 30 district land use plans featured on portal.</li> <li>• Leaflet brochure developed to promote the portal and expand usage developed, designed and disseminated to all districts (portal brochure) and the RNRA. Also disseminated at LAND Project forums.</li> <li>• Portal advertised on two radio stations with national-level listenership.</li> </ul>	100%
5	<p>Work with the RNRA and MINIRENA to design a plan for comprehensive review of the 2004 Land Policy, which would include citizen consultations.</p> <p>Agree with RNRA/MINIRENA on implementation components of this plan that LAND Project would support in either Year 3 or 4, depending on their size, complexity and anticipated cost.</p>	<ul style="list-style-type: none"> <li>• Report on land policy review approaches carried out by Rwanda and other African and non-African countries, their comparative successes and shortcomings, and a recommended plan for Rwanda to implement a review of the 2004 Land Policy that is inclusive of a broad set of stakeholders, including ordinary citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Report finalized assessing need for review of the national land policy, identifying key policy issues, outlining a plan for rigorous review and an inclusive citizen consultation process.</li> </ul> <p><i>Additional:</i></p> <ul style="list-style-type: none"> <li>• Presentation made to RNRA and MINIRENA to validate key policy issues identified and elicit input on the proposed plan. Presentation prepared for delivering to multi-stakeholder forum in Quarter 1 of Year 4.</li> </ul>	100%

*Objective 2: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.*

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
6	<p>Build capacity of Rwandan institutions to deliver high quality, evidence-based policy research on land-related issues prioritized by Rwandan stakeholders.</p> <ul style="list-style-type: none"> <li>• Competitively bid research projects;</li> <li>• Identify appropriate capacity building partners;</li> <li>• Award fixed price subcontracts to successful bidders, plus contracts with international partners;</li> <li>• Implement three research projects;</li> <li>• Provide a multi-day course on research methods to multiple research organizations on: research methods, survey data collection, qualitative data collection and analysis, econometric analysis of household survey data, and report writing;</li> <li>• Plan and implement next NLRA workshop.</li> </ul>	<ul style="list-style-type: none"> <li>• Three research projects selected through competitive bidding process.</li> <li>• Capacity building partners identified.</li> <li>• Fixed price subcontracts issued to successful offerors.</li> <li>• Contracts issued to capacity building partners.</li> <li>• Multi-day course on research methods provided to at least five Rwandan research organizations.</li> <li>• Research carried out on three priority themes and communicated to policy makers in accordance with contractual obligations.</li> <li>• NLRA workshop held to select next round of research priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Three research projects selected through competitive bidding process.</li> <li>• Capacity building partners identified</li> <li>• Fixed price subcontracts issued to successful offerors.</li> <li>• Contracts issued to capacity building partners.</li> <li>• Multi-day course on research methods provided to 44 Rwandan research organizations.</li> <li>• NLRA workshop held to select next round of research priorities.</li> </ul>	100%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
7	<p>Support two ongoing research awards: 1) Land Use Consolidation, and 2) Urban Land Markets</p> <ul style="list-style-type: none"> <li>• Support ongoing capacity building; implementation of research and generation of research reports;</li> <li>• Support capacity building to assess implications of research findings for policy action;</li> <li>• Review research findings communications strategy with MINIRENA/RNRA and Ministry of Agriculture and Animal Resources (MINAGRI)/Rwanda Agriculture Board (RAB);</li> <li>• Seek to present research at least one conference and to publish at least one article in an international journal.</li> </ul>	<ul style="list-style-type: none"> <li>• Final research reports for INES and UR delivered.</li> <li>• Research findings communicated to GOR and other stakeholders through policy workshops and other means.</li> </ul>	<ul style="list-style-type: none"> <li>• Final research report for INES delivered.</li> <li>• INES research findings communicated to GOR and other stakeholders through national research forum, district validation meetings, and radio broadcasts in all 30 districts.</li> <li>• Final research report for UR delivered.</li> <li>• UR research findings communicated to GOR and other stakeholders through national research forum, and district validation meetings.</li> </ul>	100%
8	<p>Assist RNRA/Dept of Lands and Mapping to capture data on disputes registered during LTR program and those that have reached the RNRA post-LTR. Create a database to analyze type and prevalence of disputes, whether resolved or not, and other trends.</p> <ul style="list-style-type: none"> <li>• Gather and enter data on registered disputes for 30 districts;</li> <li>• Carry out analysis of data and prepare report.</li> </ul>	<ul style="list-style-type: none"> <li>• All disputes recorded in RNRA dispute registry entered into database;</li> <li>• Analysis carried out on types of disputes and status of disputes;</li> <li>• Report prepared on analysis of disputes and shared with the RNRA.</li> </ul>	<ul style="list-style-type: none"> <li>• All disputes recorded in RNRA dispute registry entered into database.</li> <li>• Analysis carried out on types of disputes and status of disputes.</li> <li>• Report prepared on analysis of disputes and shared with the RNRA</li> </ul>	100%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
9	<p>Draw on the findings of the Gender and Land Assessment to implement key recommendations.</p> <ul style="list-style-type: none"> <li>• Develop thematic leaflets highlighting key findings and recommendations from the report and work with the gender monitoring office (GMO) to disseminate these findings to key decision-makers on gender and land policy and organizations advocating on these issues;</li> <li>• Use leaflets, policy brief and report to encourage GOR and CSOs to take up recommendations and donors to support advocacy and implementation efforts, including through organization of a multi-stakeholder forum;</li> <li>• Issue competitive bid framed around delivering a component of the communications and awareness strategy focused on gendered land rights;</li> <li>• Work with a local partner to support a campaign aimed at sensitizing men and boys on women's and girls' rights to land, using approaches aimed at influencing attitudes and values.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-stakeholder forum organized to present findings of Gender and Land Assessment.</li> <li>• At least four thematic leaflets developed and printed (total quantity: at least 200), and disseminated to decision-makers and CSOs.</li> <li>• TORs developed for targeted communications campaign (linked to Activity 3)</li> <li>• RFP released.</li> <li>• Partner selected.</li> <li>• Communications campaign designed to target at least two districts.</li> <li>• Campaign implemented in at least two districts.</li> <li>• M&amp;E carried out to assess effectiveness of campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-stakeholder forum organized to present findings of Gender and Land Assessment.</li> <li>• Over 200 sets of five thematic leaflets developed and printed, and disseminated to decision-makers and CSOs.</li> <li>• TORs developed for targeted communications campaign (linked to Activity 3).</li> <li>• RFP released.</li> <li>• Partner selected.</li> <li>• Communications campaign designed to target at least two districts.</li> </ul> <p><b>Additional:</b></p> <ul style="list-style-type: none"> <li>• Findings and recommendations of gender and land assessment presented to USAID Washington and at the World Bank Land and Poverty Conference.</li> </ul>	88%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
10	Provide organizational support for CRAFT <ul style="list-style-type: none"> <li>• Provide CRAFT ongoing technical assistance on organizational development and on monitoring and documenting women’s land rights in practice, aggregating information and analyzing findings; gleaning implications of findings for policy action, and effectively communicating findings to policy makers and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance provided to CRAFT to develop concept note and budget, which are submitted to international donors to elicit interest in providing funding support.</li> <li>• Technical assistance provided to CRAFT to develop at least one proposal to support implementation of a robust set of activities designed to strengthen women’s land rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance provided to CRAFT to develop concept note and budget, which were submitted to international donors.</li> <li>• Technical assistance provided to CRAFT to develop a proposal to support implementation of a robust set of activities designed to strengthen women’s land rights.</li> </ul>	100%
11	Produce research brief series focused on land issues <ul style="list-style-type: none"> <li>• Work with RNRA to identify three research brief themes and initiate research;</li> <li>• Three research briefs drafted and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Three briefs produced on themes identified in collaboration with the RNRA and CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>• One brief finalized on land tenure reforms and government revenues, disseminated, and presented at NLRA workshop.</li> <li>• One brief finalized assessing integration of approaches to climate change into land-related policy and legislation, and submitted to the RNRA for review.</li> </ul>	50%
12	Provide support to Haguruka to establish M&E systems and track types of cases received (including land related), interventions undertaken, and outcomes <ul style="list-style-type: none"> <li>• Identify and recommend needed improvements to Haguruka case tracking system;</li> <li>• Provide technical assistance to Haguruka staff to implement recommendations;</li> <li>• Follow up execution of recommendations and assess need for any adaptations.</li> </ul>	<ul style="list-style-type: none"> <li>• Group trainings provided to Haguruka staff on collecting, entering and analyzing case tracking information. Follow up assessment carried out to assess implementation of recommendations and need for further assistance/adaptations.</li> </ul>	<ul style="list-style-type: none"> <li>• Group trainings provided to Haguruka staff on collecting, entering and analyzing case tracking information.</li> <li>• Follow up assessment with Haguruka conducted, in connection with DQA for project M&amp;E indicator no. 2.</li> </ul>	100%

No.	Activities	Target Year 3 Milestones/Outputs	Year 3 Milestones Achieved	Approximate Percent Achieved
13	<p>Carry out research to assess existing processes for development of land use plans and the institutional framework for implementing and enforcing land use plans.</p> <ul style="list-style-type: none"> <li>• Examine engagement of citizens in the land use planning process;</li> <li>• Investigate criteria used to develop land use plans, including the extent of application of a climate change adaptation lens;</li> <li>• Identify and assess the effectiveness of inter-institutional coordination and implementation of plans and systems to promote compliance and accountability;</li> <li>• Produce a set of recommendations for more effective land use planning, which LAND Project could potentially support in Year 3 or 4, depending on their size, complexity and anticipated cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Report reviewing existing land use planning process and providing recommendations for strengthening, including recommendations to ensure land use planning is carried out with the aim of making Rwanda resilient to climate change.</li> <li>• Identify at least one area of implementation that LAND Project could lend future support.</li> </ul>		25%
14	<p>Implement revised M&amp;E Plan.</p> <ul style="list-style-type: none"> <li>• Report baseline data to USAID and GOR counterparts;</li> <li>• Finalize data collection instruments for select indicators;</li> <li>• Track progress on indicators and report to USAID and RNRA via Quarterly Reports, Annual Reports and AID Tracker Plus;</li> <li>• Share Monitoring and Evaluation results at Year 4 work plan session.</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline data for indicators 3 and 12 reported to USAID and RNRA.</li> <li>• Four quarterly reports and one annual report containing M&amp;E Plan indicator results and narratives submitted.</li> <li>• Monitoring and Evaluation results presented at Year 4 work plan meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline data for indicators 3 and 12 reported to USAID and RNRA, and also presented at NLRA workshop along with a policy brief.</li> <li>• Four quarterly reports containing M&amp;E Plan indicator results and narratives submitted, and uploaded to AIDTracker+.</li> <li>• Monitoring and Evaluation results presented at Year 4 work plan meeting, held at the outset of Year 4.</li> </ul>	100%

**Major Implementation Successes.** In Year 3, the project hit its stride and achieved considerable success not only in achieving the milestones set out at the beginning of Year 3, but also taking advantage of unexpected opportunities to further realization of the project's two pillar objectives.

**Expanding comprehension of changing environments.** Rwanda's legal environment for land is rapidly evolving. In 2013, a new land law was promulgated paving the way for an array of new implementing regulations. In 2014, a new law governing expropriation of land property rights was passed by both chambers of the Parliament, though it presently awaits formal promulgation into law by the Office of the President. Cognizant of the impacts land expropriation has had on the lives of ordinary citizens in Rwanda,<sup>1</sup> the project immediately began organizing a course to train legal assistance providers from Haguruka and the NWC as well as lawyers employed by the five members of the CRAFT coalition on the provisions of the new law so that they would be prepared to acquaint the communities they serve with accurate information on their rights and responsibilities under the new law. The project combined education on the expropriation law with refresher course on key provisions of the 2013 land law, following on training provided to paralegals in April 2013. It also seized on the opportunity to enhance participants' appreciation of climate change, the risks that Rwanda faces as a result of more volatile weather patterns and rising temperatures, and acquainted them with measures that can be employed by ordinary citizens to facilitate resilience in the face of rapid change.

Responding to the demands of Haguruka and NWC legal assistance providers during Year 2 of the project, in Year 3 the project completed an illustrated case handbook to allow paralegals to have ready access to legal guidance on the most common types of land-related cases they receive (Figure 1). Written in Kinyarwanda in simple, accessible language, the handbook is assembled in a loose-leaf binder, enabling the project to update select sections as new laws are enacted and deliver the relevant pages to handbook recipients. Five hundred copies were printed and shared with Haguruka and NWC paralegals, while electronic copies were disseminated to the broader land sector stakeholder community and uploaded to the Rwanda Land websites.

### **Figure 1: Handbook for Legal Assistance Providers**

---

<sup>1</sup> Recent project-supported research carried out by the Legal Aid Forum estimates that 30,050 households have been affected by expropriation since the 2007 Expropriation Law was adopted.

UBURENGANZIRA KU BUTAKA  
N'AMATEGEKO YEREKEYE UBUTAKA MU  
RWANDA: IMFASHANYIGISHO IGENEWE  
ABAFASHA MU BY'AMATEGEKO  
UMUSHINGA WITA KU BUTAKA



Ukwibwira 2014  
by'ibikoranyiro yashyamba n'abaturage b'Amurika binyuze mu Kigo cy'Abanyamerika gisura amashyamba  
mpuzamahanga. (USAID)



***Innovations in fostering gender-equal land rights in practice.***

Development project efforts to secure equal land rights between women and men have substantially targeted women. As important as it is to educate women about their rights, this approach may lack sufficient impact in altering power structures that hinder women from being able to own and control land on par with men. This understanding motivated the project to tender the implementation of a communications campaign that would first seek to better understand the awareness and attitudes of men and boys about women's and men's relative entitlements to land and then develop an array of communications approaches that would lead men and boys to embrace norms of gender justice. As the successful offeror, Radio Ishingiro carried out an assessment that deepened their understanding of men's and boys' feelings about gender equality in the land sphere. The results positioned Radio Ishingiro and two partner community radio stations to develop highly focused communication products in partnership with two other community radio stations, and channeled them through the most appropriate

**Communications Approaches Employed by Radio Ishingiro to Influence Men and Boys on Gender-Equal Land Rights**

- Radio dramas targeting older adults
- Radio dramas targeting young adults
- Dance, music and poetry competitions targeting youth
- Street drama performances
- Color brochures
- Posters
- Dedicated news and information website
- Co-communicator trainings for youth
- Radio quiz shows
- Radio talent shows
- Jingles; "stop and think" short radio messages
- Call-in radio interview/talk shows
- Radio shows featuring testimonials of ordinary persons and their experiences



Music, dance and poetry competition organized by Radio Ishingiro to promote gender-equal land rights.

media. As part of the campaign, the terminology "gender-equal land rights" was deliberately invoked instead of "women's land rights". This was designed to overcome common misperceptions that internationally-financed advocacy efforts are pushing for women to have greater entitlements than men and that these entitlements would come at the expense of men's entitlements. In the coming year, the project will measure the effectiveness of the campaign through a follow up survey that assesses the extent of change in men's attitudes on gender-equal land rights.

**Table 2: Summary of baseline study results on men’s and boys’ attitudes on gendered land rights**

Question	Desired Response	Baseline Value
Suppose a formally married couple has a son and a daughter. If the husband and the wife were to die, who would inherit the land?	“The land will be divided equally between the son and daughter”	71.3%
What best describes your opinion about sons and daughters inheriting land?	“Daughters and sons should inherit the land equally”	72.3%
When a man dies, what rights do you believe his wife should have if they are not formally married?	“She should have the same rights as her husband”	43.3%
When a formally married couple divorces, what rights should the wife have to the land if they were married under a community of property regime?	“The land should be divided equally”	65.2%
When an informally married couple separates, what rights should the wife have to the land?	Either “the land should be divided equally,” OR “The husband and wife should each keep their umunani and the rest should be divided equally.”	25.8%
When it comes to land transactions, such as buying, selling or renting land, which best describes the role your wife plays in making decisions?	“My wife has equal say in these decisions”	66%
When it comes to land use decisions, such as what crops to plant or whether to install a new structure, which best describes the role your wife plays in making decisions?	“My wife has equal say in these decisions”	68.8%
When it comes to decisions about Umunani, which best describes the role your wife plays in making decisions?	“My wife has equal say in these decisions”	67.7%
Would your wife need your permission to participate in a community information campaign related to land rights?	“No, it is her right to attend land related events” OR “She does not need to ask for permission, but must let me know she is going to attend the event.”	64.8%
Can a woman raise a land dispute to the village head or Abunzi when her husband refuses to register her names on the land documents?	“It is important for a woman to raise a dispute if she believes her rights are not being respected”	79.8%
What are the rights of children of formally married women compared to the rights of children born out of formal wedlock when it comes to their deceased father’s property?	Any answer except “The children of non-legally married woman have no rights over land,” or Other.	85.6%

***Influencing land law and policy.*** At the outset of Year 3, the project completed a series of comprehensive legal drafting exercises requested by the RNRA, which involved close consultations with a number of GOR stakeholders. Specifically, the drafted instruments were:

1. Presidential Order on Land Allocation and Leasing;
2. Ministerial Order on Land Assignment;
3. Prime Ministerial Order on Modalities for the Use, Development and Management of Swamp Land in Rwanda.

In all cases, the legal exercises sought to strengthen rights of ordinary citizens, institute checks and balance and minimize conflicts of interest, foster opportunities for national growth and development, respond to capacity reserves and constraints, and promote authentic participation and inclusion among citizens and key interest groups.

Notably, the RNRA also requested that the project review Rwanda's legal framework on land against the guidelines set out in the Africa Land Policy Guidelines, a review that was frank in pointing out land governance gaps that warrant attention.

The project was invited to two exclusive consultation forums to review and contribute to advanced drafts of land-related laws and regulations, including the above-named orders, a ministerial order on land registration, and a ministerial order on land use consolidation. The project's inclusion points to the value accorded to staff expertise and the GOR's willingness to accommodate diverse opinion and debate.

The project has witnessed important influences on land-related policy as a result of these exercises. For example, the expropriation bill that was eventually passed by the Senate and Chamber of Deputies in April 2015, incorporated recommendations from the project's review, including:

- Delegating responsibilities for assessing the public interest validity of the project, supervising the project, and issuing final approval of the project to separate organs;
- Inclusion of a social impact assessment as a requirement in applications for expropriation; and
- Inclusion of a requirement by the organ in charge of supervising the expropriation project to consult with communities residing on the land to be expropriated in order to assess the relevance of the project to public interest.

Evidence of project influence on legal provisions has also been apparent in draft orders on land allocation and leasing, land assignment, and use and management of swamp lands.

Perhaps the most visible confirmation of the project's capacity to inform land policy is the support it is providing to review of the 2004 national land policy, which serves as the guiding framework for all land-related law in Rwanda. The decade that has passed since the 2004 policy was adopted has introduced considerable economic, social, and environmental changes that call for a reexamination of the policy framework. Starting in February 2015, the project identified and recruited a senior land policy expert with extensive experience working in sub-Saharan Africa to lead an assessment to determine whether a comprehensive review of the policy was indeed a priority. Consultations with numerous stakeholders in Rwanda combined with extensive review of research, laws and official publications confirmed the need for a comprehensive review process that would inform a revised national land policy. The report produced by the consultant highlighted a number of key issues that such a review should focus on and also mapped out a proposal for highly inclusive consultations with ordinary citizens throughout the country. The proposal was endorsed by the GOR and other stakeholders, and the project has been requested to take a lead role in coordinating the policy review and consultations during Year 4.

***Increasing transparency and public awareness of land use plans.*** As Rwanda proceeds on its rapid economic growth trajectory and its population expands, pressures on land continue to mount. To cope with these pressures, the GOR has taken a very hands-on approach to land

management with the development and implementation of land use plans at national, district, and urban center levels. Article 27 in the 2013 land law specifies that, “All land leases and land transactions shall respect the land use plans of the area where the land is located.” However, with the exception of the Kigali City Master Plan, there have been no ready means for ordinary citizens to have access to official land use plans in order to find out the land use designations assigned to their land parcels. The risk that this posed to tenure security prompted the LAND Project to support development of both online and print tools that would acquaint landholders with official land use plans.

In November of 2014, the National Land Use Planning Portal (NLUPP) was launched jointly by MINIRENA, RNRA and USAID to an audience of central and local government officials, civil society organizations, the private sector, academic institutions, and the international community (see figure 2). The ease of navigation, quality of spatial data displays and attractiveness of the NLUPP owe much to the deep technical expertise provided by Esri Rwanda as the NLUPP developers, whereas the array of rich content available on the portal and its proactive administration are due to the extraordinary commitment exhibited by RNRA to make this tool available to the public. Subsequent to the launch, the project worked with the RNRA and Esri to also mirror the site in Kinyarwanda, substantially increasing its outreach potential. A facility to allow users to communicate with the RNRA through the portal was added, which would allow landholders who might be concerned about their land use designation to have a direct line to planning authorities.

Whereas the portal has the advantage of reaching many local authorities and land owners through a single platform, the project realized it would fail to be a tool that most average Rwandans could access or at least access on a regular basis. Together, the project and the RNRA came up with the idea to produce printed cell level land use plans, which would be extracted from approved district level land use plans and overlaid with parcel boundaries extracted from the cadaster. The maps would then be displayed in the executive secretary offices of every cell, a place that ordinary citizens frequent. During the project’s third year, 895 cell-level maps corresponding to 12 districts were produced in electronic version by Esri and were being reviewed by RNRA at the close of the fourth quarter. Esri is now working to produce the land use maps corresponding to the cells in the remaining 18 districts of Rwanda. Once approved, the maps will be printed in large scale and laminated before being disseminated to cell offices.

**Figure 2: Home page of the NLUPP**



***Building a cadre of capacitated institutions to conduct rigorous policy research.*** Rwanda stands out in the landscape of African nations as a country of rapid development and change, especially remarkable given its small size and limited base of natural resources. Its accelerated evolution has been driven in part by a proactive approach to framing and implementing policies that chart the development directions Rwanda wishes to take. Current policies governing land use, land tenure, and human settlement aim to transform Rwanda into a modern market economy characterized by active land markets, highly productive commercial agriculture, condensed settlement patterns that reduce land pressures, and climate-resilience. However, the effectiveness of policy cannot be measured by the extent of its implementation, but rather by the impacts it yields on the welfare and livelihoods of Rwandans. By accompanying policy implementation with research, Rwanda will be equipped to assess whether policy actions are realizing their intended goals and take appropriate measures to adapt policy to ensure successful development outcomes.

Consistent with the project's results framework, one of the leading objectives of the LAND Project is to contribute to the creation of a cadre of Rwandan institutions that can generate high quality analysis of policy effects and other types of empirical research that can reliably inform land policy. During Year 3, the project invested heavily in this domain through its support to three local organizations carrying out research on the following themes:

- 1. The implementation of Rwanda's expropriation law and outcomes on the population;*
- 2. The impact of gendered legal rights to land on the prevalence and nature of intra- and inter-household disputes; and*
- 3. Access to the land tenure administration system in Rwanda and the impacts of the system on ordinary citizens.*

Table 3 shows the research products generated in Year 3 by each of the organization subcontracted to carry out the research; these are highlighted in bold. By the end of the third year, INES-Ruhengeri had presented its research results and policy recommendations at both district and national levels through a series of workshops and a policy brief. LAF and ILPD were poised to do the same in July 2015. All three organizations will employ innovative communications approaches to further disseminate findings, including radio broadcasts and policy roundtables engaging key decision-makers.

**Table 3: LAND Project Research Subcontracts**

<b>Subcontractor and Research Theme</b>	<b>Amount of Award</b>	<b>Subcontract Implementation Period</b>	<b>Subcontract Deliverables (those market in bold were delivered and approved as of June 30, 2015)</b>
Legal Aid Forum, Expropriation	Rwf 95,860,000	October 20, 2014 to October 19, 2015	<ol style="list-style-type: none"> <li><b>1. Literature review</b></li> <li><b>2. Inception report</b></li> <li><b>3. Forum to present the inception report and literature review</b></li> <li><b>4. Report on qualitative research findings</b></li> <li><b>5. Draft household survey instrument</b></li> <li><b>6. Report on training of supervisors and enumerators</b></li> <li><b>7. Mid-term progress report</b></li> <li>8. Draft research report</li> <li>9. Policy brief</li> <li>10. District level information sessions and proceedings</li> <li>11. PowerPoint presentation</li> <li>12. National workshop</li> <li>13. Report on the national workshop</li> <li>14. Final research report</li> <li>15. Advocacy roundtable</li> <li>16. List of policy brief recipients</li> <li>17. Written and audio transcripts of radio broadcasts</li> <li>18. Final progress report</li> <li>19. Databases</li> </ol>
INES Ruhengeri: Land Administration System	Rwf 95,713,284	November 3, 2014 to November 22, 2015	<ol style="list-style-type: none"> <li><b>1. Literature review</b></li> <li><b>2. Inception report</b></li> <li><b>3. Forum to present the inception report and literature review</b></li> <li><b>4. Report on qualitative research findings</b></li> <li><b>5. Draft household survey instrument</b></li> <li><b>6. Report on training of supervisors and enumerators</b></li> <li><b>7. Mid-term progress report</b></li> <li>8. Draft research report</li> <li>9. Policy brief</li> <li>10. District level information sessions and proceedings</li> <li>11. PowerPoint presentation</li> <li>12. National workshop</li> <li>13. Report on the national workshop</li> <li>14. Final research report</li> <li>15. List of policy brief recipients</li> <li>16. Written and audio transcripts of radio broadcasts</li> <li>17. Final progress report</li> </ol>

			18. Databases
Institute of Legal Practice and Development (ILPD), Gendered and Land Disputes	Rwf 102,648,349	October 23, 2014 to October 15, 2015	<b>1. Literature review</b> <b>2. Inception report</b> <b>3. Forum to present the inception report</b> <b>4. Draft structured survey instrument</b> <b>5. Report on training of supervisors, enumerators</b> <b>6. Mid-term progress report</b> <b>7. Report on analysis of the structured survey findings</b> <b>8. Report on qualitative research findings</b> 9. Draft research report 10. Policy brief, in English and Kinyarwanda 11. PowerPoint presentation 12. National workshop 13. Report on the national workshop 14. Final research report 15. List of policy brief recipients 16. Proceedings of provincial-level feedback meetings 17. Written and audio transcripts of radio broadcasts 18. Final progress report 19. Databases

In addition to the research awards, the project responded to demands from the CSOs and research community to broaden its capacity building efforts to embrace institutions that had not secured awards. In November 2014, project subcontractor National Opinions Research Council (NORC) designed and implemented a course on research methods that attracted 46 participants from 24 Rwandan organizations, including the teams from all three selected research awardees. The five-day course, which was jokingly referred to by participants as the “mini-PhD program,” equipped researchers with skills in research design, sampling, preparation of household survey questionnaires, research ethics, data collection, data entry and cleaning, qualitative methods, and data analysis. Training methods provided ample opportunities for participants to work in groups and apply new knowledge to practical examples which were based on the new research themes awarded. Assessments administered before and after the course showed that 100% of participants who completed both acquired increased capacity to conduct empirical research as a result of the course.

The project continued its commitment to Rwandan ownership of this research through co-organization of the National Land Research Agenda (NLRA) workshop with the Institute for Policy Analysis Rwanda (IPAR) during which diverse land sector stakeholders engage in a highly participatory process for selecting the research themes that the project will support. Participants at the January 2015 workshop selected the following three topics:

1. *How can land use be optimized for settlement purposes in rural and urban areas? How can land use be optimized for settlement purposes in rural and urban areas?*
2. *Marginal land, limited access to agricultural inputs and reliance on rain-fed agriculture make smallholder farmers vulnerable to the impacts of climate change and variability. What strategies are necessary to enhance the capacity of smallholder farmers and communities to adapt to climate change?*
3. *Assessing the efficiency of decentralized land administration system in terms of sustainability, transparency and delivery.*

The project has carried out widespread consultations with stakeholders to inform the Terms of Reference (TORs) for these studies, and by the end of Year 3 was in the process of drafting the TORs.

***Stimulating an appetite for research to guide policy.*** When the LAND Project was initiated in June 2012, not all stakeholders were supportive of its mandate to carry out research on land policy. Concerns arose as to whether the project intended to use research as a tool to validate controversial perspectives, rather than dedicate itself to rigorous objective research that left politics aside. Over its short history, the project has ably demonstrated its firm commitment to employing the state of the art research methods and highest standards of research integrity to generate knowledge that can reliably inform decision-makers and civil society actors.

An important component of the project's training of local researchers seeks to curtail research bias and the injection of assumptions that are not grounded in evidence. Instead, researchers are taught to form and test different hypotheses, frame questions objectively and ensure a rigorous body of evidence is accumulated and appropriately analyzed before conclusions are formed.

#### **Fostering a Culture of Evidence-based Policy Making in Rwanda**

In October 2014, the LAND Project awarded its second round of land-focused research projects to local Rwandan partners: LAF, ILPD, and INES- Ruhengeri. Research topics revolve around sensitive issues of land expropriation, gendered land rights and disputes (including gender-based violence), and assessing the extent to which land reforms have realized their promise of facilitating access to credit, tenure security, increased productivity, and equitable land markets.

Considering that at the outset of the project the GOR was highly skeptical and critical of the project's research mandate, the fact that the GOR is now embracing challenging research topics like these represents a significant democracy and governance achievement. Only two and a half years after project inception we find GOR partners reading LAND Project research reports and briefs and providing substantive feedback. High-level officials are increasingly attending workshops to share project research findings, and even members of the Parliament are asking for research to inform their reviews of new land-related legislation, such as the recent laws on property succession and on expropriation. Remarks provided by GOR officials at research events organized by the project stress the importance of "facts, figures, and focus" and "evidence-based policy making," and applaud the project's research endeavors.

The LAND Project is witnessing a growing consensus among the GOR about the importance of evidence-based research to guide policy decisions in the land sector and beyond. Through a combination of trust-building and a commitment to delivering objective, high quality research by Rwandans for Rwanda, the project has made considerable strides in cultivating good governance in Rwanda.

The quality and objectivity of the research carried out by the project and its partners have earned the respect of our partners in government and other spheres. More importantly, however, the project has witnessed an increased appetite in Rwanda for research to inform policy. This can be seen in the abundance of land-related research topics that are now being submitted to the NLRA workshop by stakeholders, the growing number of individuals that request to be on the project's mailing list to receive research products, and especially in the participation of the project's primary government counterparts in project-supported research discussions where they contribute opening and closing remarks that convey unprecedented enthusiasm for the project's support to land research.

***M&E Plan results achieved with augmented targets.*** The achievements and impacts of the LAND Project are documented and communicated in multiple ways, including bi-weekly highlights, quarterly and annual reports, the quarterly newsletter, success stories, and indicator results recorded against the project's M&E plan. No single product can adequately describe the full picture of the project's results, but taken together they yield an appreciation for the project's unique path to success.

The development of the M&E plan since project inception tells a story of how the project has had to proactively manage shifting constraints and opportunities presented by the operating environment. The challenges faced in the first year led the project to set modest targets for itself, then adjust these upward early in Year 3 as the project earned trust from its GOR partners and gained momentum. New indicators were also introduced and other indicators removed from the plan, in some cases to comply with the project’s funding earmarks and in other cases to better reflect the impacts the project is yielding. Despite having augmented project targets based on our best estimates of project results for Fiscal Year (FY) 3, the project is nevertheless exceeding its targets for most M&E Plan indicators while falling short in a few cases. This reflects occurrence of the unexpected (e.g. heightened demand for a training course; failure of a partner to deliver timely on a commitment) as well the iterative nature of the project’s work where new developments give rise to new opportunities to innovate and change.

Working with the M&E Plan constantly reminds the project team that it is not possible to forge a linear trajectory to impact because we operate in a dynamic world where the only constant is change.

### **B. Year 3 Monitoring and Evaluation (M&E) Plan**

During Year 3, the project M&E Plan was revised to establish FY 3 indicator targets for new indicators adopted at the end of Project Year 2 and revise FY 3 targets for indicators 1, 5 and 9 upward to reflect the new momentum secured by the project and confidence that it could perform beyond prior expectations. Table 4 shows the three indicators, their former FY 3 targets and their current ones.

**Table 4: Original FY 3 M&E Indicator Targets and Revised/New Targets**

<b>Indicators</b>	<b>Original FY3 Targets</b>	<b>Revised/New FY3 Targets</b>
1. Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance (F-DG; output indicator)	<b>4</b>	<b>11</b>
5. Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders (F-EG; output indicator)	<b>65</b>	<b>450</b>
9. No. of policy briefs and high-quality research products produced and disseminated with support of the project (Custom; output indicator)	<b>10</b>	<b>14</b>

In April 2015, the plan was again revised to remove indicator 2: Number of women filing claims or grievances, and number having claims adjudicated in their favor. Its removal was agreed to following a data quality assessment (DQA) by the project with partner Haguruka, which was responsible for collecting the data. The decision was based on challenges faced by Haguruka to collect timely accurate data to populate the indicator and programmatic shifts anticipated to reduce Haguruka’s legal representation services.

**Output Indicators.** Considerable progress was made in reaching project targets for most M&E output indicators (see Table 5). The exception to this was indicator 17, which together

with indicator 18, was added to the M&E Plan in June 2014 in response to investment of Global Climate Change (GCC) funds into the project. Table 5 presents Project Year 3 achievements, FY 3 targets, and FY 3 results thus far for the first three fiscal quarters. FY 3 began October 1, 2014 and ends September 30, 2015, whereas the Project Year began July 1, 2014 and ended June 30, 2015. Therefore, another quarter still remains before FY 3 results can be assessed.

**Table 5: Year 3 Progress on Output Indicators**

<i>M&amp;E Indicator</i>	<b>PMP Indicator Description</b>	<b>Project Year 3 Achievements</b>	<b>Fiscal Year 3 Targets</b>	<b>Fiscal Year 3 Achievements (first three quarters)</b>
<b>1</b>	Number of consensus-building forums supported by the project	<b>16</b>	<b>11</b>	<b>15</b>
<b>4</b>	Person hours of training completed by government officials, traditional authorities, or individuals related to land tenure and property rights supported by United States Government (USG) assistance – disaggregated by gender	<b>4179.9 Male: 1780.3 Female: 2399.6)</b>	<b>1500</b>	<b>3,988.65 Male: 1,627.3 Female: 2,361.35</b>
<b>5</b>	Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders	<b>518.87</b>	<b>450</b>	<b>495.62</b>
<b>7</b>	Number of research/policy discussions held as a result of project assistance	<b>20</b>	<b>20</b>	<b>20</b>
<b>9</b>	Number of policy briefs and high-quality research products produced and disseminated with support of the project	<b>22</b>	<b>14</b>	<b>16</b>
<b>15</b>	Number of organizations/groups trained on land law, mediation or other skills to improve administration of justice.	<b>23</b>	<b>6</b>	<b>23</b>
<b>17</b>	Number of days of USG funded technical assistance in climate change provided to counterparts or stakeholders	<b>11.66</b>	<b>15</b>	<b>4.66</b>
<b>18</b>	Number of person hours of training completed in climate change as a result of USG assistance	<b>860.13</b>	<b>300</b>	<b>770.875 Male: 176.625 Female: 594.25</b>

Major indicator achievements included:

- Participation in 16 consensus-building forums during the project year, 15 of which took place during the first three quarters of FY 3, exceeding the **Indicator 1** annual target of 11 by four forums thus far;
- Nearly 4,180 person hours of training related to land tenure and property rights completed during the project year, 57% of which were female person hours. In FY terms, this amounted to providing 3,988.65 person hours of training (59% female), against a FY 3 target of 1500 for **Indicator 4**;
- Almost 519 days of land tenure and property rights technical assistance imparted in the third project year and 496 in the first three quarters of FY 3, surpassing a FY 3 target of 450 for **Indicator 5**.

- Twenty two policy briefs and other high quality research products produced during the project year and 16 so far in FY3 corresponding to **Indicator 9**, two more than the FY 3 target of 14.
- Thirty five organizations trained on various components of the legal framework governing land during the project year, 23 of which were trained in FY 3 against a target of 6 organizations for **Indicator 15**.
- More than 860 person hours of training completed on climate change topics during the project, 771 of which were delivered during the initial three quarters of FY 3 compared to a FY 3 target of 300 hours for **Indicator 18**.

Compared to results in Year 2, the number of consensus building forums supported by the project (**Indicator 1**) doubled from 8 to 16. They included:

- Two gatherings of the Land Communications Working Group;
- National workshop to share the findings of the University of Rwanda research on Land Use Consolidation;
- Three forums to present the inception reports of LAF, ILPD and INES-Ruhengeri research and elicit stakeholder input;
- The NLRA workshop;
- Forum to share preliminary findings from the assessment on the need for review of the national land policy;
- Seven district-level workshops and one national-level led by INES-Ruhengeri to validate results of their research on the land administration system;

The fact that the project considerably exceeded its target for **Indicator 4** (person hours of training) principally reflects the unexpectedly high demand and popularity of project trainings, especially the research methods course (912.95 person hours) and the training on the expropriation law and climate change adaptation (2205 person hours). The latter training was added to the project's work plan part way through Year 3 when the expropriation law was due to be passed and it was apparent we would underperform on the project's GCC indicators if we did not include training on climate change. The related **Indicator 15** (number of organizations/groups trained) result of 35 reflects the project's decision to consider each district land office receiving training (29 in all) as an organization. Had district land offices been considered as a single organization, the result for the first three quarters of FY 3 would have been six.

The addition of the training on climate change and the fact that the number of participants was large (175 total) also accounts for the project exceeding its target for **Indicator 18** (person hours of training completed on climate change). Yet, while person hours were high, the actual number of time allocated to the training was a half day per course plus two days for curriculum and materials development, amounting to a total of four days. As the target audience for the climate change module was laypersons on the subject matter, a short introductory module was determined to be most appropriate. This and the fact that the project determined it should not classify time invested by staff and consultants to research and draft policy briefs as "technical assistance," is leading the project to underperform on **Indicator 17** (number of person hours of training completed in climate change as a result of USG assistance).

The project continues to invest major resources to provide land tenure and property rights related technical assistance to partners (**Indicator 5**). While this was predicted and our targets

were adjusted upward in anticipation, the project was not prepared for the major investment required to strengthen Radio Ishingiro's capacity to deliver an effective communications campaign on gender-equal land rights. During Year 3, the COP and Consultant, Thierry Ngoga, devoted 41 days in this regard on top of the capacity building support provided to Radio Ishingiro by NORC and Overseas Strategic Consulting (OSC) at the outset of their subcontract.

The project has met its target for **Indicator 7**, number of research/policy discussions. These include presentation of findings of the Land Use Consolidation (LUC) research by UR and NORC, forums hosted by LAF, INES and ILPD to present their research inception reports, the NLRA workshop, sharing of RI's baseline research at the Communications Working Group meeting, two presentations and discussions on the gender and land assessment, sharing of research on urban land markets by INES at the World Bank conference, discussion of the land policy review assessment results with MINIRENA and RNRA, and forums at national and district-level hosted by INES to disseminate its research findings and recommendation on the land administration system. Although the project is now at target, it anticipates slightly exceeding this target as a result of LAF and ILPD sharing their research project findings with stakeholders in July.

The LAND Project has excelled in generating numerous high quality research products that aim to inform policy makers and other stakeholders (**Indicator 9**). Products finalized in Year 3 included:

- One research brief on expropriation;
- Three legal instruments:
  - Presidential Order on Land Allocation and Leasing;
  - Ministerial Order on Land Assignment; and
  - Prime Ministerial Order on Modalities for the Use, Development and Management of Swamp Land in Rwanda;
- One report prepared on Rwanda's compliance with the Africa Land Policy Framework and Guidelines;
- One final research report on urban land market (INES);
- Literature reviews and inception reports prepared by INES Ruhengeri, LAF, and ILPD to inform their research;
- Final report on the LUC research;
- Baseline assessment report corresponding to the surveys carried out to assess indicators 3 and 12 of the project's M&E Plan;
- Two research inception reports prepared and two literature reviews by LAF and ILPD;
- Three qualitative research reports by LAF, INES Ruhengeri, and ILPD;
- A formative research and baseline report by Radio Ishingiro;
- Policy research brief on Land Tenure Reform and Government Revenue;
- Policy brief on baseline vulnerability and legal knowledge assessment (Indicators 3 and 12); and
- Policy brief prepared by INES on the land administration system.

Most of the above products are featured on the Rwanda Land website and have been disseminated via the stakeholder mailing list.

**Outcome Indicators.** During Year 3, longitudinal data were collected for indicators 3 and 12 in order to compare changes over baseline data collected in Year 3<sup>2</sup> (see Table 6).

**Table 6: Data Collected on Outcome Indicators 3 and 12**

<b>M&amp;E Indicator</b>	<b>PMP Indicator Description</b>	<b>Baseline</b>	<b>Year 3 Targets</b>	<b>Year 3 Results</b>
3	<i>Percent of women and men in target districts who report that changes in land-related policies and laws have reduced their vulnerability (e.g. to dispossession from their land, encroachment, fluctuations in market prices, droughts, crop diseases, etc.)</i>	69.8%	75%	76%
12	<i>Percent of target population (women and men) who demonstrate improved understanding of the law and their right</i>	89.3%	93%	87%

Data collected for **Indicator 3** in Year 2 and Year 3 suggest that the resilience of Rwandan citizens has improved and a majority point to land-related policy and law as a contributing factor. The indicator result was established through administration of a survey to the same sampled respondents in Burera, Nyabihu, Gisagara and Kayonza in both Year 2 and Year 3 in order to assess change. In households where heads resided with one or more spouses, spouses were also interviewed to assess gendered differences within the same household. The project is preparing a report that will provide a much more detailed analysis of vulnerability according to the different criteria considered in the questionnaire.

The same survey succeeded in collecting baseline data for **Indicator 12** to assess citizens' knowledge and understanding of the legal framework governing land. The project was disappointed to discover a slight drop in legal awareness, measured by the percent of respondents who submitted correct answers to 60% or more of the legal knowledge questions. A deeper analysis of the data is ongoing and will reveal where areas of legal knowledge have become weaker and require concerted awareness raising effort, potentially through the efforts of the Land Communications Working Group partners.

The project intends to conduct a final assessment during Year 5 to assess whether vulnerability has lessened as a result of changes to land policies and laws and whether the population's knowledge of the legal framework on land has improved.

**Table 7: Results of Other Outcome Indicators**

<b>M&amp;E Indicator</b>	<b>PMP Indicator Description</b>	<b>Baseline</b>	<b>FY 3 Targets</b>	<b>FY 3 Results</b>
<b>6</b>	Number of individuals from CSOs/research institutions demonstrating increased capacity to carry out rigorous empirical research on land-related issues (gender disaggregated)	<b>0</b>	<b>14</b>	<b>22</b>
<b>10</b>	No. of civil society organizations (CSOs) receiving USG assistance engaged in advocacy	<b>0</b>	<b>4</b>	<b>6</b>
<b>11</b>	Number of CSOs, research institutions, and GOR institutions demonstrating increased capacity in communications and/or evidence-based advocacy on land issues and policy.	<b>0</b>	<b>5</b>	<b>8</b>

<sup>2</sup> Baseline data for Indicators 3 and 12 were collected only at the end of Project Year 2; strained relations with our GOR counterparts at the outset of the project precluded collecting it earlier.

<b>13</b>	Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	<b>0</b>	<b>(90/150) 60%</b>	<b>(76/133) 57.1%</b>
<b>14</b>	Number of individuals from CSOs and GOR institutions demonstrating increased capacity to impart quality land-related legal assistance (gender disaggregated)	<b>0</b>	<b>60</b>	<b>131</b>
<b>16</b>	Number of institutions with improved capacity to address climate change issues as a result of USG assistance	<b>0</b>	<b>3</b>	<b>21</b>

Most other outcome indicators in the project’s M&E Plan were established during Year 2 and first measured in Year 3, including indicators designed to assess capacity improvements in the domains of research (**Indicator 6**), legal assistance (**Indicator 14**), communications (**Indicator 11**), and climate change skills (**Indicator 16**). **Indicator 13** was added in June 2014 to reflect allocation of funding from the Women Peace and Security program, while **Indicator 16** was incorporated to account for GCC support extended to the project. Table 7 highlights the project’s performance against these indicators.

With the exception of Indicator 13 on female self-efficacy, all other indicator results during the first three quarters of FY 3 have exceeded their FY 3 targets. Indeed, it is clear that in setting the project’s targets for the first year, we under-predicted the gains in capacity that the project would realize through its training and technical assistance. Nevertheless, the figures reported for **Indicators 6, 11, 14, and 16** thus far reflect changes in capacity before and directly after a related training intervention. In August 2015, the project will administer the capacity assessment tool one more time to training beneficiaries to assess the extent to which the new knowledge and skills were retained, and report these figures as part of the FY 3 final results. Given that several months have passed since the interventions, we expect our results to drop somewhat. The only exception to this is in the case of members of research project teams since they have been receiving ongoing technical assistance since the research methods course designed to strengthen their capacities in empirical research.

The number of project-supported civil society organizations engaged in advocacy (**Indicator 10**) only modestly exceeded the target of four. Specifically, the project provided: 1) organizational development and fundraising support to CRAFT, 2) support for database development and implementation to Haguruka; 3) funding and communications capacity building to Radio Ishingiro, and 4) research and communication capacity building plus funding support to LAF, ILPD and INES-Ruhengeri.

The project is only slightly underperforming on its female self-efficacy results (Indicator 13) with 57% of females engaged in project training showing a positive change in their self-efficacy scores after a training compared to before, whereas the project’s target for FY 2 is 60%. Results could improve if further trainings engaging women take place in the first quarter of Year 4 (FY3, Quarter 4).

## **SECTION 2: ASSESSMENT OF GOR CAPACITY TO INDEPENDENTLY IMPLEMENT THE PROJECT AND MONITOR PROJECT PROGRESS**

The project’s assessment of the GOR’s capacity to independently implement the project remains much the same as reported in the Year 2 annual report.

Present leadership at the RNRA conveys a genuine interest in fostering a climate of greater transparency and inclusion in the land sector. This is demonstrated in their energy and commitment to the development of the NLUPP and growing willingness to transition large amounts of spatial data to the public domain, as well as their receptivity to implementing a highly inclusive grassroots consultation process to inform a revised national land policy. Activities like these could potentially be capably managed by the project's GOR partners, provided they would have adequate skilled human resources and efficient procurement systems to implement these activities so as to produce high quality and timely results. Presently, capacity and authority is highly concentrated within the RNRA leadership, and with the recent departure of Deputy Director General of Lands and Mapping, there appears to be a dire shortage of high-level strategic capacity and decision-making authority. Moreover, the RNRA's priorities are firmly focused on assuring the sustainability of the land administration system, including the registry, which absorbs a great deal of their present capacity and human resources.

With respect to project activities that aim to strengthen the role and capacity of civil society, it needs to be questioned whether such objectives can be readily embraced by the GOR and even whether it is appropriate for government to assume leadership in this domain. Civil society actors are most effective in promoting democratic values and representing interests of ordinary citizens when they can protect their independence and carve out a political space that allows them to challenge government. Independence is likewise critical for the research community, enabling them to select research themes that genuinely reflect the interests of society, and investigate them without bias. The LAND Project has played a major role in not only building the technical capacity of research institutions, but also cultivating a commitment to independence and research integrity. This may not be a natural role for the GOR to assume.

As noted in the prior year's annual report, the GOR plays a very important role as a project collaborator and as a primary consumer of the capacity building support offered by the project as well as policy research produced by project partners. Nevertheless, it is questionable whether the GOR would see it as being in their mandate and interests to substantially engage civil society and build CSO capacities if they were tasked to independently implement the project. In assessing transition opportunities going forward, USAID will need to gauge the will and capacity of its GOR partners to assume these roles.

### **SECTION 3: PRIORITY AREAS FOR ACTION IN YEAR 4**

In early June 2015, meetings were held between LAND Project leadership, the RNRA, and USAID to determine potential activities for the project's Year 4 work plan. Drawing on these inputs, the project drafted a preliminary work plan framework consisting of 13 activities that was shared with the RNRA and USAID for input. Subsequently, a work plan meeting was held on July 9, 2015 to consult land sector stakeholders on the proposed activities and to make adaptations based on their recommendations. The work plan was then finalized and subsequently approved by USAID on July 24, 2015.

During its fourth year of implementation, the LAND Project will build upon the successes of the previous years to continue its support in the areas of CSO capacity building and training, drafting and review of policy and legal instruments, communications support, research, and enhancing public awareness of the legal framework governing land. Year 4 activities that leverage the prior year's successes include: expansion of training activities to educate legal assistance providers on the anticipated new law governing succession and matrimonial

property; the launch of two new communications campaigns focused on the issues of land transactions and expropriation; support in preparing a revised land policy to replace the 2004 policy which is now substantially outdated; and provision of support to Haguruka to assess court judgments and legal advice delivered on women's property rights cases to assess adherence with the law. The project will also initiate a new technical activity in Year 4 that will contribute to the development of a land governance monitoring system, assembly of data on the status of land disputes and development of a proposed system to regularly track the current status of land disputes. Plans for all 13 activities are briefly described below.

**Activity 1: Training on the Legal Framework on Land.** LAND Project will continue to deepen understanding of land-related laws, policies, and regulations through coordinated training and capacity building efforts targeting GOR staff and community legal assistance providers and lawyers. Specifically, Year 4 courses will focus on training local government officials and members of the Rwandan Farmer's Federation IMBARAGA on climate change sensitive land use planning and training paralegals on the provisions of the anticipated law replacing 1999 law governing succession and matrimonial property rights.

**Activity 2: Legal Reviews and Drafting.** The project will work closely with the RNRA to identify at least two priority land-related legal instruments to assess their legal soundness and implications and provide recommendations for how these instruments can be strengthened to further Rwanda's long-term development goals. The project is also committed to supporting at least one citizen consultation to inform the legal reviews and draft legislation during the year.

**Activity 3: Land Communications.** By the end of Quarter 1, Radio Ishingiro is expected to complete all remaining activities for the gender-equal land rights communications campaign, and a final report that includes an end-line analysis of changes in awareness and social acceptance of gender-equal land rights will be completed in Quarter 2. Building on the momentum of this first campaign, the project will embark on two new major communications campaigns addressing the issues of land transactions and expropriation. The project will also lend continued support to the Land Communications Working Group to discuss priority topics and serve as a peer-learning forum.

**Activity 4: Dissemination of Land Use Plans.** The project will continue to assist the RNRA to promote citizen awareness and understanding of official land use plans and their uses by developing 2,148 cell level land use maps and accompanying brochures that will be distributed in cell-level offices for public use. This significant accomplishment will be commemorated with a high-profile launch ceremony co-hosted with the RNRA and attended by important public figures. The project also seeks to ensure that the tremendous progress and leadership that the GOR has exemplified in promoting citizen awareness of official land use plans and other spatial data can be shared with the international community. Therefore the project will sponsor RNRA and LAND Project participation in the annual Esri Africa User Conference which will be held in South Africa in November 2015.

**Activity 5: Review of the 2004 National Land Policy.** With the final plan for the comprehensive review of the national land policy in place, the project will assist RNRA to ensure that the plan is implemented. Specifically, the project will lend support for preparation of at least two issues and options papers on identified critical policy domains, implementation of citizen consultations to provide input on important issues to be addressed in the new policy, and preparation of a draft national land policy to replace the 2004 policy.

**Activity 6: New Research Awards.** Following completion of TORs and a successful procurement process, the project will initiate two new research subcontracts with selected awardees to carry out research on the outcomes of implementation of settlement policies in rural and urban areas of Rwanda and the impacts of climate change variability on small holder farmers and their adoption of land use response measures. Once selected, these research organizations will be paired with appropriate capacity building partners. By the end of Year 4, it is anticipated that the two awardees will have completed field data collection and will be embarking on data analysis. This activity also includes a research design and methods training course that will be offered by NORC once awardees have been selected.

**Activity 7: Existing Research.** INES, LAF, and ILPD are expected to finalize their research activities and subcontract deliverables by the end of the first quarter. In July, LAF and ILPD will conduct their national stakeholder workshops to elicit stakeholder input and feedback on the findings of their research and their proposed recommendations. Following these stakeholder workshops and in accordance with their subcontract deliverable schedules, all three institutions are expected to submit their final research reports during Quarter 1 for final approval. The project will provide additional technical assistance to one of the research partners to conduct a follow-up evaluation to monitor the uptake of policy recommendations emanating from their research supported by the project. In addition, the research teams will each seek to present their research findings at one conference with the support of the project.

**Activity 8: Land Governance Monitoring System.** The Project will further support the RNRA to develop tools to facilitate robust land governance in Rwanda through this activity. Specifically, LAND Project will provide capacity building support to a local research institution to analyze indicator data generated by the RNRA based on pre-identified key parameters that will inform policy analysis. To assist the organization to analyze the data and derive policy implications, the project will identify a skilled capacity building partner to train the local organization to generate superior land policy guidance. LAND Project will also draft TORs and issue a contract for local research partner to assess the current nature and status of disputes recorded during the Land Tenure Regularization exercise. Lastly, the project will carry out an assessment to explore options for regularly collecting data that will reflect the present state of land-related disputes in Rwanda.

**Activity 9: Organizational Development Support to CRAFT.** The project will continue to provide CRAFT ongoing technical assistance on organizational development, including support for the preparation of one or more funding proposals to allow CRAFT to implement a robust set of activities to strengthen women's land rights. Provided that CRAFT is able to secure funding for this work, the project will also assist CRAFT to implement and assess its operational protocols designed to inclusively leverage partner capabilities.

**Activity 10: Research Briefs.** Initial efforts in Year 4 will concentrate on finalizing the research briefs on climate change and swamp lands and disseminating them to key stakeholders and the land sector stakeholder mailing list. Thereafter, the project will focus on identifying two new themes for the next round of research briefs in collaboration with stakeholders and the RNRA.

**Activity 11: Enforcement of Gender-Equal Land Rights.** LAND Project will continue to work with local partner Haguruka to advance women's property rights by carrying out a comprehensive review of court judgments and *Maison d'Accès à la Justice* (MAJ) legal guidance on women's property rights cases in order to assess their compliance with laws on

land, property, succession, inheritance, legal procedures etc. Haguruka and LAND Project will then build upon the findings of this assessment carried out to develop a training program and accompanying educational materials for judges and MAJ lawyers to guide implementation of legal provisions on gender and property rights.

**Activity 12: Assessment of Land Use Planning.** A report reviewing the existing land use planning process will be finalized in the first quarter, offering recommendations for strengthening the process to ensure that land use planning is inclusive, fosters resilience to climate change, and is carried out efficiently, yet democratically. This report will be shared with the RNRA and other GOR stakeholders that are involved in the development and implementation of the land use plans.

**Activity 13: Monitoring and Evaluation Implementation.** The project will continue to implement rigorous M&E of project activities in Year 4. Specifically, in the first quarter the project will prepare a report that compares the 2014 baseline data collected on indicators 3 and 12 to the follow up surveys conducted in 2015 to assess changes. The project will also continue to implement the capacity building assessments at key junctures of project support to determine progress made toward building the capacity of local actors in the five indicator areas.

**Quarterly Newsletter.** The project will continue to publish its quarterly newsletter informing land sector stakeholders of progress on various project initiatives, highlighting major findings and recommendations of recently concluded research, and alerting audiences to upcoming publications and events.

**Rwanda Land Website.** LAND Project staff will continue to update the platform and content of Rwanda Land website with recent land-related news, events, reports, literature, and legislation. A key priority in Year 4 will be identification of a local organization that will assume ownership of the site and initiation of training on the site's administration.