EALAN Business Plan

Version
1.0

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Version	Date	Reviewer	Remark
0.4	July 2016	AGM	Discussion

Contents

1   Introduction

The East African Land Administration Network EALAN aims at providing a platform to its members for exchange of knowledge and experience for provision of quality services to achieve sound land policies and governance. Ultimately, EALAN envisions a society where people-centered land reforms are implemented. The Members strive to improve and strengthen their capacity to provide their products and services to clients in the Great Lakes Region of Africa. For this purpose, a Strategic Plan has been compiled. An annex to this Strategic Plan is this Business Plan that provides information on the entrepreneurial ambitions of the Network, including a demand analysis, identification of client- and product/service combinations as well as a client engagement strategy and production strategy.

Representatives of all EALAN member institutes have participated in a 1-week workshop at the Institute d'Enseignments Superieur de Ruhengeri, Rwanda to define their Strategic Plan, Business Plan and Research plan. This Document contains the Concept Business Plan (BP). It provides an implementation framework for the Strategic Plan and the Strategic Objectives defined by the Members during the Workshop. An important component of this BP is SEALAN, a NUFFIC-funded project aiming at strengthening EALAN's academic capacities. The BP covers the same initial period as the SP (five-year) and will have a rolling character was the years pass, just like the SP will. The Business plan will be detailed out in Year Plans that will be cascaded to represent activity and resource planning at individual institute level.

The concept for this BP was submitted for approval to the AMG held in July 2016. Proposed changes from that meeting are included in this version of the Business Plan.

1.1   Objectives of this Business Plan

This Business plan intends to ensure a common understanding of the network objectives and the products and services the EALAN member institutes are going to deliver. It also serves to communicate the position of EALAN Members as product and service providers. It helps to identify the Networks' critical success factors based on the strengths and weaknesses of the Network. It will also provide a framework for guidance when planning Network investments (in kind and financial) and activities. To be successful, the Business Plan must build trust among Network members, partners, customers and negotiation partners. The Business Plan provides a framework for monitoring, evaluation and accountability towards members and stakeholders. Finally, this Plan will be a powerful marketing tool, presenting the EALAN network as a dedicated, professional and reliable business partner and an innovative, highly appreciated reference for Land Administration and Land Governance

1.2   Contents of this Business Plan

This Business Plan describes the vision and long term strategic objectives of the Network. It also describes what is new about EALAN, what its innovations are and why our products and services are so interesting. It provides a picture of the current market situation and trends regarding Land Administration (LA), Land Governance (LG) and the conditions affecting Vulnerable Groups (VGs). The Plan includes activities to identify direct and indirect target groups for delivery of services and products. It describes the marketing and communication (client engagement) activities of the Network as well as production and delivery modes. To produce and provide these services and products, a resource planning is presented initially only relating to staff, but later also to partners, materials, facilities and finance. For purposes of planning, control and accountability activities to establish the administrative organization and procedures will be presented. Important business fundamentals such as financial planning, profit sharing arrangements and intellectual property arrangements will be included.

This Business Plan reflects and builds on the decisions embedded in the Strategic Plan. This SP has a wider scope than the SEALAN Project. But as the timeframes (SP first five years, SEALAN first four years) and activities and objectives largely coincide, the SEALAN project plan and Strategic Plan have been fused and presented in this Business plan in an integrated fashion.

2 EALAN Business Plan

2.1 Business Plan At A Glance

What are the EALAN vision and long term objectives?

- Vision = EALAN envisages a society where people centered land reforms are implemented
- Mission = EALAN provides a platform to its members for exchange of knowledge and experience in LA and LG for quality services to achieve sound land policies and land governance
- SEALAN Project Outcome = EALAN has become a network with the capacity to develop, implement and maintain gender-sensitive curricula, trainings and research on the focus areas.

What is new about EALAN, what is our innovation and why are our products and services interesting?
EALAN will:

- carry out comparative research on LA and LG Institutions, systems and tenure types to strengthen curricula
- create awareness and educate stakeholders and especially vulnerable groups on the importance of land rights and land right documentation
- train, research and compile policy briefs on LA and LG for conflict resolution and regional stability
- advocate greater transparency in LG and encourage application of best practices and fit-for-purpose approaches
- develop tools and applications for better urban land and infrastructure management
- operate on commitment trust and integrity
- develop a well-functioning Network and Secretariat

What is the current market situation and what are the trends?

- LA and LG challenges, notably the failure to prevent of resolve land conflicts
- Limited access to land for women and vulnerable groups
- EALAN members lack capacity and focus to meet needs and interests of stakeholders
- Limited problem-oriented research
- Rising levels of land related socio-economic instability
- Curricula lacking in the fields of LG and VG's

2.2 Market Analysis and Business Sector

Most EALAN member countries lack effective land administration systems. Good land governance, effective conflict resolution, and access to land for women and vulnerable groups remain a challenge. These challenges form the background against which EALAN academic members' deliver their Land Administration (LA) curricula.

EALAN seeks to make itself viable, visible and sustainable in its functioning as a network and in the financing (initially aimed at cost recovery) of its regional academic activities. It however struggles with the equal establishment of capacities amongst EALAN members. EALAN acknowledges that there are different levels in capacities to undertake education and research; land administration education is country specific and focused, overlooking the opportunity to learn from experiences and best practices across countries. Most research is not problem-oriented because of insufficient financial resources. It is therefore only conducted on a small scale and for academic promotion purposes mainly, instead of for solving societal problems or for influencing policy decisions. Limited exchange of staff and students takes place depriving students from regional experiences. It also limits access to skills and specialization among professors for both education and research. Some inequality in the levels of commitment to network responsibilities among member institutions also exists. No joint programs exist in terms of research or training between and among member institutions and mechanisms of peer review

and quality assurance to ensure the quality and coherence of curricula and training programs are not (yet) in place.

Curricula have been criticized for their lack focus in meeting the interest of land stakeholders and the industry. This also applies to the training program, not being sufficiently tailor-made to suit the demands of professionals. Finally, EALAN acknowledges that land administration professionals are not well organized in or recognized as potential professional bodies, which shows a lack of understanding by the industry and by governments for the potential of improving land administration practices.

Increasing the capacity of members to operate as a dynamic network of co-creation can help to turn this situation around and put EALAN in a position where it can deal with these issues. Emphasis is therefore put on strengthening EALAN by increasing ownership, creating a problem-solving attitude amongst members, and to institutionalize its operations around Interest Groups (IG's), and by enhancing the capacity of members to deliver their agenda and ensure sustainability of the network.

The project outline states that by the end of the project "… EALAN will have the academic, professional and organizational capacity to develop, implement and maintain gender-sensitive curricula, trainings and (comparative) research on **three focus** themes …" being:

- Land administration
- Land governance and conflict resolution, and
- Access to land for women and vulnerable groups

The socio-political stability of the Great Lakes Region is currently challenged by a combination of factors such as cross-border migration, mass land acquisitions, limited access to natural resources, food insecurity, climate change amongst others. The feeling amongst stakeholders is that good Land Administration in itself cannot automatically assure socio-economic stability and that EALAN products and services must have a definite conflict-sensitivity to its land administration, land governance and policymaking related trainings, curricula and research.
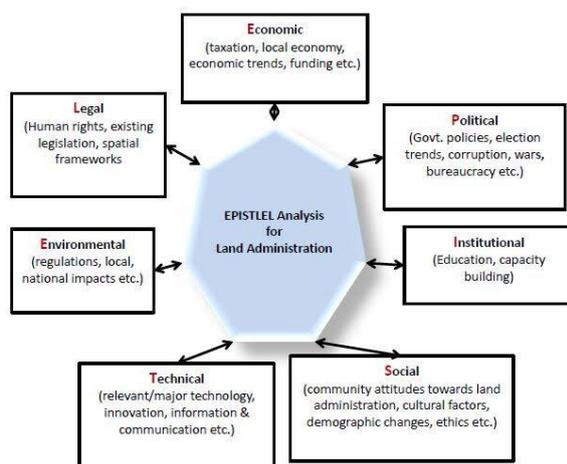
Figure 5: EPISTEL - Framework of factors that influence a land administration

For these reasons, EALAN activities will feature a holistic approach to Land Administration and Governance, as indicated in the previous diagram.

2.3   The concept of Interest groups (IG's)

The AEALAN Constitution (2013) currently acts as a MoU between member institutions. Nine of the twelve member institutions currently offer an LA program at either BSc, MSc or PhD levels in the Eastern Africa and the Great Lakes region, each at a different level of implementation. Experience and performance of each Member varies. Some universities may be strong in one focus theme and not the others. EALAN may capitalize on the strengths of institutions that already possess high levels of experience and performance by creating three Interest Groups (IG) from the three focus themes:

- Land administration IG
- Land governance and conflict resolution IG
- Access to land for women and vulnerable groups IG.

Individual EALAN members have committed themselves to the IGs at the inception workshop. Using the IGs approach, EALAN will be a service provider by focusing on:

- Innovative short-term and tailor-made specialized trainings
- Education
- Research and consultancies

Each IG will be mutually accountable in coordinating the acquisition and execution of its activities at country level and at regional level. The IGs are expected to take an active role in the functioning of the group. The IGs will function according to a few basic network management rules, which will guarantee active contribution and working towards a concrete product of interest for its members and for the network (performance based), which will be shared and made available to all members.

One member will take the lead, joined by at least two other members in the organisation of activities. A number of other members will join to a maximum of years (depending on the energy to commit, and to be created for a certain duration by the members at the strategic workshop), in order to keep the IG quick-witted, active and focused.

The IG's will be facilitated by one institute will take the lead, with technical support (distance and/or in the field) by an expert from the Consortium and/or a gender expert in order to ensure gender equity. Further, all topics will mainstream gender/diversity aspects in their products.

The project will also encourage IG's to pick up gender specific topics. Each member institution is encouraged to have at least 2 staff involved in an IG in order to create co-creation and sharing within EALAN (for sustainability reasons).

A budget will be allocated to each IG based on their plans to allow capacity building, exchange etc. in order to produce the planned output. These energy-driven and self-propelled IGs will be the drivers of the SEALAN project. Each IG will share the progress and results at the annual AGM.

2.4   The concept of Work Packages

At the core of this BP are the concept of Interest Groups (IGs) and Work Packages (WP's). IG's serve to focus and energize the members of the group leading to the acquisition and delivery of services and products that fulfill client and stakeholders needs while contributing to the sustenance of the Network as a whole. The activities framed by the respective WP's will contribute to the realization of the outcomes of the project, i.e. EALAN being a network with the capacity to develop, implement and maintain gender-sensitive curricula, trainings and research on the focus areas. Four Work Packages are envisaged:

- Secretariat and Network WP

- Short Courses WP
- Education WP
- Research WP

2.4.1 The Secretariat and Network Work Package

This work package *seeks to strengthen the institutional structure of EALAN by establishing shared values and principles through a strategic plan and a business plan, with targets for the IGs, products and services i.e. the short trainings, education and research work packages, and collaboration between members and network performance in general.*

The aim of this work package is to promote the coordination of all activities aimed at ensuring sustainability of the network, and proper alignment between the EALAN capabilities to develop and deliver the products and services in the focus themes. The EALAN Secretariat and Network Package responds to all indicators listed in the project outline.

The activities included in this WP are:
- develop a rolling strategic plan for adoption and used for learning and accountability;
- develop a business plan developed and implemented;
- compile a stakeholder/future client matrix;
- Increase capacity for EALAN to strategize and engage with potential business partners;
- Build efficiency, synergy and cohesion in the network;
- Enhance network collaboration and partnering capabilities to be reflected in their products and services
- Develop and implementing a knowledge management platform.
- Monitoring and evaluation
- Organisation of AGM's

2.5 The Short Courses Work Package

The short courses work package *seeks to establish equal opportunities and enhance professionalism by offering innovative short-term and tailor made trainings (on the three focus themes) in the region*. Trainings are designed to meet the demands of the land administration and land governance professionals by aligning contents to the needs of the clients, and also by encompassing best practices across member countries. The processes here involve analysis of content needs; designing of short term curricula; developing of toolkits; implementing the trainings and evaluating the courses.

The Short Courses Work Package has six aims:
- increased capacity of EALAN staff to conduct a labor market needs assessment
- trainer toolkit developed or adapted for each focus theme
- increased capacity of EALAN staff to execute the trainings
- tailor made specialized trainings executed
- trainings through joint collaboration between EALAN staff implemented
- clear short and long-term outlook developed for offering services in the form of innovative short-term and tailor made trainings

The activities included in the Short Courses WP are:
- Increasing the capacity of EALAN staff to conduct a labor market needs assessment.
- Developing and adapting gender sensitive Trainer's toolkit for each focus theme
- Increasing capacity of EALAN interest groups to execute the innovative short-term and tailor made specialized trainings.
- Execution of the innovative short-term and tailor made specialized trainings by EALAN staff.
- Implementing the innovative short-term and tailor made specialized trainings through joint collaboration
- Establishing a clear short and long-term outlook for the innovative short-term and tailor made specialized trainings within the network.

2.6 The Education Work Package

This work package *seeks to revise and link long-term curricula with the focus themes and to labor market needs.* It seeks to establish and sustain the relationship between the network members with land administration and land governance agencies and professionals in order to ensure that the curricula have the right content, and graduates possess the qualifications relevant to the labor market.

The Education package aims to improve the quality of the education by linking curricula to the focus themes and the labour market needs, as well as to strengthen collaboration and partnership between EALAN members.

This Work Package has four aims:
- Increased capacity of EALAN members to conduct a needs assessment for long term curricula
- Overall quality of long-term curricula (BSc and MSc programs based on the three focus themes) reviewed
- Long-term Land Administration curricula based on the focus themes and labor market needs updated
- Collaboration plan/model for inter-university cooperation through staff and student exchange in a gender balanced manner developed

The activities supporting the Education Work Package are:
- Increasing capacity of EALAN members to conduct a needs assessment for long term curricula.
- Peer reviewing of overall quality of Education long-term curricula (BSc and MSc programs).
- Up-to-dating curricula of long term Land Administration programs
- Developing and operationalizing a collaboration plan / model for inter-university cooperation through staff and student exchange

2.7   The Research Work Package

This work package *seeks to work in close collaboration with the EALAN Research Council to develop a shared research agenda (including short and long term ambitions), to enhance existing collaboration arrangements tools (e.g. the Journal of East African Land Administration), to develop and apply skills in undertaking collaborative research and its dissemination, and to ensure that gender is embedded into all current and future EALAN research activities.* EALAN IGs will be responsible in coordinating the execution of research in their focus theme.

The Research Work Package has five aims:
- Shared research interests amongst EALAN member institutions identified leading to the development of a shared research agenda
- Awareness to the importance and benefits of acting as research peers
- A framework developed and applied for research collaboration, including funding acquisition, amongst EALAN members
- Skills and knowledge built on research dissemination pathways including advocacy and lobbying
- Gender issues and women's rights embedded into all EALAN research related activities.

The activities supporting the Research Work Package are:
- Developing an up to date shared research strategy, including an advocacy strategy
- Increasing capacity in participatory research skills
- Increasing capacity in undertaking research activities (2 x pilot EALAN research projects):
- Advocacy, lobbying and making impact with the findings
- Developing a clear short and long-term outlook for the research work package

3 Activity Planning and activity descriptions

Activity planning is at the core of business planning. It provides the bases for proper capacity building and assuring delivery of relevant, demand-driven products and services. It also provides the basis for resources planning and allocation, as well as a framework for monitoring and evaluation. On the following pages, the activities related to the work packages and interest groups as described previously. All planned quantities and phasing are tentative, and must be validated at the AGM, as well as cascaded down into more detail in yearly activity planning, properly taking into account availability of staff and resources.

3.1 Phases of the Business Development

The phases in the Business Development are:
- Market research
- Strategize & Plan
- Capacity Building
- Market Oriented Products
- Collective Services Production (indicators)

Phases of the Business Development	Time table																							
	2016				2017				2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Market reserach			■	■																				
Strategize & Plan					■	■																		
Capacity Building							■	■	■	■	■	■	■	■										
Market Oriented Products															■	■	■	■						
Collective Services Production																		■	■	■	■	■	■	■

3.2 Activities in Business Development

3.2.1 The WP-NW activities and mile-stones in Business Development

3.2.1.1 Rolling Strategic Plan

Developing a rolling strategic plan for adoption and used for learning and accountability.
A draft strategic plan will be drafted at the inception workshop and later validated in the Annual AGM of July 2016. Upon adoption the strategic plan document shall direct EALAN's activities in the period 2016-2019. A rolling approach to strategic planning is proposed, with gender statements framed around collective services. Interest Groups (IGs) aligned to the focus themes will done at the inception workshop. A steering committee shall also be formed to provide support, guidance and overseeing that EALAN goals and activities to stay on track, including monitoring and evaluation. A yearly review of the rolling strategic plan is envisaged.

Activity plan components:
- Define and adopt SP (18 days)
- SP Strategic Plan Implemented to achieve Organisational and Financial Sustainability

3.2.1.2 Business Plan

Developing and implementing a business plan: At the inception workshop, clarification on if EALAN itself, individual network members or the IGs should enter into contracts with stakeholders. This clarification is needed before the network can enter into any commitments as a business partner as answers relate strongly to the ambition and cohesion levels of the network. The steering committee must prepare and detail out the options with sufficient mandate, based on which a business plan can be developed and validated by

members. EALAN staff will be trained on proposal writing and acquiring grant funds (see work package 4 - 4.2). A yearly review of the business plan is envisaged.

Activity plan components:
- Define and adopt BP (12 days)
- Detail out activity planning of 1st BP year (15 days)

3.2.1.3   Stakeholder / Client matrix

Compiling a stakeholder/future client matrix. How to identify research and short-term training needs in participating or interested countries? Identification of land policies, strategic (regional) partners (such as Africa Union, East African, Community, COMESA, CEPGL, World Bank, UN-HABITAT, EU, FAO, and others) and identification of stakeholders and their institutional capacities and bottlenecks at individual country level will be undertaken. This will guide the analysis and classification of stakeholder and their categories, interests, relevant processes, bottlenecks as well as potential for delivery of products and services. Where comparable needs for products and services exist in participating countries, best practices may be developed with associated innovative short-term training and tailor made specialized trainings. Fit For Purpose (FFP) approaches to LA, LG and conflict resolution, and access to land for women and vulnerable groups may be designed, tested and verified for efficiency and effectiveness. Such approaches ensure an optimal trade-off between product and services and the associated implementation cost and time, to the benefit of the stakeholders in the land administration process.

Activity plan components:
- Follow needs assessment training (24 days)
- Carry out Business Needs Assessments (24 days)
- Complete Stakeholder Client Matrix; Identify strategic partners, stakeholders and institutions (24 days)
- Complete Product/Market Matrix with identification of needs similarities across markets (12 days)

3.2.1.4   Business Partner Engagement

Increasing capacity for EALAN to strategize and engage with potential business partners
(in line with the strategic plan). Business plan, stakeholder analysis and product/market matrix will be validated by engaging the stakeholders through network contacts or by mail/telephone. This will guide EALAN to identify the low-hanging fruit i.e. which product/stakeholder combination has the highest business potential. Verifying these outcomes with the stakeholders involved by engaging them through meetings and workshops is envisaged.

Activity plan components:
- Attendance of courses for writing Grant-winning proposals 24 days)
- Plan Business Partner Engagement (12 days)
- Establish Business Partner Engagement Channels (24 days)
- Engagement of Business Partners; identification of low-hanging fruit (continuous NW activity)
- Engagement of Business Partners; identification of low-hanging fruit (continuous IG activity)
- IG's entering into Contracts with stakeholders (continuous activity)
- Long term relationship with strategic partners and partner categories established and maintained at Network level
- Long term relationship with strategic partners and partner categories established and maintained at individual institute level

3.2.1.5   Network Efficiency, Synergy and Cohesion

Building efficiency, synergy and cohesion in the network. The secretariat coordinates the day to day operations of the network e.g. ensuring finances and tasks are assigned and all processes are embedded;

e.g. the IGs take initiative to acquire income generating activities by offering tailor made gender-sensitive specialized courses for writing grants proposals (see work package 4) and writing grant proposals (see work package 4). This is core to raising funds and ensuring financial sustainability that would contribute to financing EALAN activities such as funding the AGM and supporting the staff and exchange program. Further tasks for the secretariat will be to coordinate the staff and student exchange program on equal opportunities; organizing Annual General Meetings (AGM); ensure the network Journal tasks are assigned and embedded (website and intranet), curriculum coordination tasks are assigned and processes embedded to encourage complementarity between EALAN members - among others. Secretariat will be trained on Managing effective Partnerships. Technical assistance (distance - e.g. via web based platforms), when needed, will be provided to the secretariat.

The IGs are responsible for the delivery of outputs.

Support from the Universities 'at home' is crucial. The Universities are big entities. Some level of agreement on liabilities and responsibilities may be needed. Arrangements as Memoranda of Understanding will be made where needed – but the foundation for synergy and cohesion is commitment trust and integrity. EALAN is not a bureaucratic organization – but Terms of Reference will bring clarity in what is expected from who and when. Also in relation to payments.
Due limited budget, members of the IGs (forming the steering committee) will be encouraged to apply for NFP fellowship for courses that will be beneficial for managing the network e.g. the Monitoring, Evaluation and Learning course in the Netherlands.

Activity plan components:
- AGM organisation
- Exchange programs
- Curriculum coordination to encourage complementarity and minimize overlaps
- Provide Technical Assistance
- Operationalise Virtual Centre of Expertise

3.2.1.6   Collaboration and Partnering
Enhancing network collaboration and partnering capabilities to be reflected in their products and services. The contributions of each member institution need to be optimized amongst member institutes to enhance efficiency, coherence and consistency of network products and services. As such, practices fields are identified and reconciled in the form of shared best practices in the innovative short-term and tailor made specialized trainings, long term curricula, and publications. A coordinated development and adoption new fields for application of best practices will be identified amongst member countries and new approaches implemented and validated.

Activity plan components:
- Share best Practices
- Enhance Efficiency, Coherence and Consistency of Network products (24 days)
- Provide Best Practices and Approaches in New Fields of Application
- Best Practices Accessible and systematically updated

3.2.1.7   Knowledge Management Platform
Developing and implementing a knowledge management platform. A communication strategy via website and intranet will be developed and implemented to enhance communication between members and the wider public. The website could also serve as a platform for marketing EALAN and its products. On this website, EALAN will also communicate its progress in relation to the initiatives launched by the IGs; the number of IG's

that have delivered their products; the number of staff exchanged; curricula reviewed; gender issues addressed; research executed; the number of publications; the number of EALAN staff who attended conferences; % of income generating activities executed compared to the business plan and % of income generated compared to the target etc. Achievements of EALAN against targets will be reviewed yearly. A network "Thermometer", expressing criteria for measuring network functioning (Strategy, Cooperation, Steering, Processes, Leaning & Innovation) could be applied and adjusted to EALAN characteristics. In this way it can serve as measurement tool, used for reflection and learning. This will give EALAN the opportunity to assess trends and respond to challenges, thereby developing the capability to adapt and self-renew.

Activity plan components:
- Development of a Communication strategy (website, intranet)(24 days)
- Communication of network progress by indicators (12 days)
- Development of systematic categorisation of academic resources to facilitate discovery, dissemination, sharing and harmonisation (24 days)
- Provide access to systematically categorised resources
- Knowledge Management System operational and complete

3.2.1.8   Monitoring and evaluation

Activity plan components:
- Definition of Thermometer indicators and Implement (4 days)
- Report Ongoing Thermometer Quarterly Reporting

Phases of the Business Development WP-NW activities and mile-stones

Phases of the Business Development WP-NW activities and mile-stones	Int group	2016 Q1	Q2	Q3	Q4	2017 Q1	Q2	Q3	Q4	2018 Q1	Q2	Q3	Q4	2019 Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	Q4	2021 Q1	Q2	Q3	Q4
1. Rolling Strategic Plan																									
Define and adopt SP (18 days)	All			█																					
SP Strategic Plan Implemented	All																					█	█		
2. Business Plan																									
Define and adopt BP (12 days)	All			█																					
Detail out activity planning of 1st BP yr	All				█																				
3. Stakeholder / Client matrix																									
Follow needs assess-ment training	LA, LG/LP, VG			█																					
Carry out Business Needs Assess-ments	LA, LG/LP, VG				█																				
Complete Stakeholder Client Matrix	LA, LG/LP, VG					█	█																		
Complete Product/Market Matrix	NW, LA, LG/LP, VG							█	█																
4: Business Partner Engagement																									
Attendance of courses for writing winning proposals	NW, LA, LG/LP, VG			█																					
Plan Business Partner Engage-ment	NW, LA, LG/LP, VG					█																			
Establish Business Partner Engagement Channels	NW, LA, LG/LP, VG						█																		
Engagement of Business Partners (NW activity)	NW							█	█	█	█	█	█												
Engagement of Business Partners (continuous IG activity)	LA, LG/LP, VG							█	█	█	█	█	█												
IG's entering into Contracts with stakeholders	LA, LG/LP, VG													█	█										
Long term relationship at Network level	NW																	█	█						
Long term relationship at individual institute level	LA, LG/LP, VG																	█	█	█					
5: Network Efficiency, Synergy and Cohesion																									
AGM organisation	NW			█	█																				
Exchange programs	NW					█																			
Curriculum coordination	NW							█	█	█	█	█	█	█											
Provide Technical Assistence	NW															█	█								
Operationalise Virtual Centre of Expertise	NW																		█	█	█	█	█	█	█
6: Collaboration and Partnering																									
Share best Practices	NW, LA, LG/LP, VG							█																	
Efficiency, Coherence and Consistency of Network products	NW, LA, LG/LP, VG									█	█	█	█												
Best Practices and Approaches provided	NW, LA, LG/LP, VG															█									
Best Practices Accessible and updated	NW, LA, LG/LP, VG																		█	█					
7: Knowledge Management Platform																									
Development of a Communication strategy	NW, LA, LG/LP, VG					█																			
Communication of network progress	NW, LA, LG/LP, VG							█																	
Development of syst. categorisation academic resources	NW, LA, LG/LP, VG									█	█														
Provide access to systematically categorised resources	NW, LA, LG/LP, VG															█									
Knowledge Management System operational and complete	NW, LA, LG/LP, VG																		█	█					
8: Monitoring and evaluation																									
Definition of Thermometer indicators and Implement	NW			█	█																				
Report Ongoing Thermometer Quarterly Reporting	NW					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

3.2.2 The WP-SC activities and mile-stones in Business Development

3.2.2.1 Labour Market Needs Assessment

Increasing capacity of EALAN staff to conduct a labor market needs assessment. The aim is to identify needs of different stakeholders and knowledge gaps that need to be addressed; including equal opportunities and best practices at regional and at individual member countries. One EALAN staff from each member institution shall be trained on how to conduct a labor market needs assessment. Trainees will be responsible to further teach their colleagues (thereby widening the capacity) at member institutions on conducting a labor market needs assessment. When necessary, the technical assistance (distance) while conducting the labor market needs assessment at home countries will be provided. Nature and scope of the gaps and content needs for each focus theme and will guide the development of the innovative short-term and tailor made trainings.

Activity plan component:
- Attendance of Labor Market Needs Assessment Training; teach the teacher (24 days)

3.2.2.2 Trainer Toolkit

Developing and adapting gender sensitive Trainer's toolkit for each focus theme. The aim is to develop and adapt a trainer's toolkit for the innovative short-term and tailor made trainings for each focus theme. A trainer's toolkit provides the opportunity to include a range of different but key subject topics at a more general level, which will then be tailored to the local context of the member countries. Topics on best practices and affirmative actions that allow equal opportunities will be covered in each focus theme. A toolkit approach provides guidance, coherence and clarity regarding subject topics whilst taking into consideration the differences in the contexts and levels of land administration programs in EALAN member countries. Moreover, a toolkit approach is ideal for new or experienced trainers - considering the challenges of staff retention, which faces the EALAN member institutions. This activity also seeks to complement and consolidate existing trainer's toolkits such as the Gender Evaluation Toolkit developed by GLTN (UN-Habitat) and the HeRWAI Women's Rights instrument which could be refined or adapted.

Activity plan components:
- Development of Gender Sensitive Trainer Toolkit, on focus theme (12 days)
- 6 demand driven, gender sensitive services provided to the satisfactions of client groups

3.2.2.3 Training Capacity

Increasing capacity of EALAN interest groups to execute the innovative short-term and tailor made specialized trainings. The aim is to increase the capacity of EALAN members to deliver trainings (on the focus themes) to land administration and land governance professionals, as well as to transfer knowledge using active learning methods. 12 EALAN staff will be trained on Active Learning Methods as well as on the three focus themes. 12 EALAN staff will also be trained on each of the focus themes. Four courses are therefore foreseen here, all on equal opportunities. The trainees will be responsible to further teach their colleagues (thereby widening the capacity) at member institutions on active learning methods and on the focus themes. EALAN staff will benefit with the skills and knowledge needed to further engage in building the capacity of the land administration and land governance professionals not only in their respective countries but across the region.

Activity plan components:
- Attendance of active Learning Training And Focus theme Training; train the trainer (12 days)
- 48 Staff capable of revising adjusting and offering innovative SC and LT courses (curricula)

3.2.2.4   Tailor-made Trainings

Execution of the innovative short-term and tailor made specialized trainings by EALAN staff. The aim is or EALAN staff to organize and execute the trainings to land administration and land governance professionals EALAN countries - through joint collaboration. Depending on the type of clients (identified in work package 1), EALAN staff/IGs will be responsible to determine which of the three focus themes to train on, or to combine and offer all focus themes in an interdisciplinary approach. Equal opportunities for trainers and clients (trainees) are envisaged. On the job training and technical assistance (distance) will enhance the capacity of EALAN staff to execute trainings.

Activity plan components:
-   Execution of innovative training tailor made trainings (3 x 5 = 15 days)
-   3 Innovative short courses on focus themes developed and 3 innovative trainings for LA and LG professionals developed

3.2.2.5   Inter-university Cooperation Plan

Implementing the innovative short-term and tailor made specialized trainings through joint collaboration. Inter-university cooperation plan for implementing the trainings through joint collaboration and equal opportunities will be developed. The IGs will be encouraged to share expertise with each other. To support staff inter-country collaboration plan, EALAN is encouraged to finance staff mobility and living allowances in the region. The exchange staff is expected to remain at the host institution/country for the period of the mission and to provide a report upon completion.

Activity plan components:
-   Compilation of Inter-university cooperation plan for joint trainings (6 days)

3.2.2.6   Tailor-made Trainings Outlook

Establishing a clear short and long-term outlook for the innovative short-term and tailor made specialized trainings within the network. EALAN needs to keep track of services it offers through trainings. A clear plan for offering the short-term trainings, e.g. an annual calendar will be developed. Progress and outcomes of the trainings in the focus themes will be annually evaluated at the EALAN AGM. Based on the results mid-term and long-term training priorities will be redefined.

Activity plan components:
-   Publication of training outlook (4 days)
-   Execution of scheduled trainings

Phases of the Business Development WP-SC activities and mile-stones	Int group	2016				2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Labour Market Needs Assessment																									
Attendance of Needs Assessment Training	NW, LA, LG/LP, VG			▓	▓																				
2. Trainer Toolkit																									
Gender Sensitive Trainer Toolkit	LA, LG/LP, VG					▓	▓	▓	▓																
6 demand driven, gender sensitive services provided	LA, LG/LP, VG																					▓	▓		
3. Training Capacity																									
Attendance of Training	LA, LG/LP, VG									▓	▓	▓	▓												
48 Staff capable in innovative SC and LT courses	LA, LG/LP, VG																					▓	▓		
4: Tailor-made Trainings																									
Execution of innovative training tailor made trainings	LA, LG/LP, VG													▓	▓										
3 Innovative short courses and 3 innovative trainings	LA, LG/LP, VG																					▓	▓		
5: Inter-university Cooperation Plan																									
Inter-university cooperation plan for joint trainings	NW, LA, LG/LP, VG															▓	▓								
6: Tailor-made Trainings Outlook																									
Publication of training outlook (4 days)	NW, LA, LG/LP, VG																	▓							
Execution of scheduled trainings	LA, LG/LP, VG																		▓	▓	▓				

Time table

3.2.3   The WP-ED activities and mile-stones in Business Development

3.2.3.1   Curriculum Needs Assessment

Increasing capacity of EALAN members to conduct a needs assessment for long term curricula. Conducting a needs assessment and analysis needs for ongoing BSc and MSc programs is proposed, especially for EALAN members who have not yet done this. The aim is to identify needs of different stakeholders; knowledge gaps that need to be addressed; human resources needs; availability of technology to run the educational program; and opportunities available for the graduates (employability and entrepreneurship) at regional and at individual member countries. 12 EALAN staff will be trained on how to conduct a labor market needs assessment (combined with work package 2, 2.1). EALAN staff at member institutions will then conduct a labor market needs assessment to identify the nature and scope of the gaps within their respective curricula. A needs assessment report from each member institution will shed light on how the programs currently are, and what type of content need to be included in the existing BSc and MSc program curricula in order to fill any gaps identified.

Activity plan components:
-    Conducting needs assessment for ongoing MSc and BSc programs (60 days)
-    The combination with labour market needs assessment

3.2.3.2   Curricula Quality Peer Review

Peer reviewing of overall quality of Education long-term curricula (BSc and MSc programs). A peer review process involving EALAN members as well as consortium partners in revising the curricula is proposed. It is important that lecturers from both within and outside university participate in the review process. Such a participatory approach will enhance quality by bringing creative and innovative perspectives regarding the content of education. The approach will also accommodate vertical and cross-disciplinary connections within curricula, especially if professionals from the various disciplines in the land administration sector are included in reviewing committee. Assessment tools such as a peer review rubric will be developed and coaching of the peer review process undertaken. A peer review assessment tool can facilitate analysis of entire curricula or a unit in order to determine the extent to which it meets certain criteria. Criteria in this case will be aligned to the three focus themes and organizational aspects. Gender assessment aspects will also be integrated. Curricula are adjusted based upon feedback from the reviewing committee. Further, a clear plan on the curricula review cycles, e.g. every 2; 3; 5 years will be developed.

Activity plan components:
-    Formation of a Curricula Review Commit-tee (3 days)
-    Evaluation of Curricula Quality of BSc and MSc programs by Review Committee (60 days)
-    Peer reviews (total 12) have taken place

3.2.3.3   Curricula Update (90 days)

Up-to-dating curricula of long term Land Administration programs. The long-term curricula / units are adjusted based on two issues: i) results from the linkages between long-term curricula and the labour market needs assessment; and ii) feedback from the curriculum peer review committee. Each EALAN member institution is responsible to update their own program based on gaps identified and suggestions provided to them by the reviewing committee. Progress on updating the curricula will be shared at the EALAN annual AGM.

Activity plan components:

- Curricula Updated based on labour market needs assessments and Review Committee findings.
- Monitoring of the individual institutes updating activities

3.2.3.4   Inter-university Collaboration Plan

Developing and operationalizing a collaboration plan / model for inter-university cooperation through staff and student exchange. Inter-university cooperation must be pursued to encourage cooperation of the academic staff to participate in a range of assignments such as teaching and undertaking collaborative research assignment during the exchange missions. A model for the staff exchange program will be developed. To support staff inter-country collaboration plan, EALAN is also encouraged to finance staff mobility and living allowances in the region - as in work package 2 (2.5). The exchange staff is expected to remain at the host institution/country for the period of the mission and to provide a report upon completion. Similarly, a model to support student exchange between the universities will be developed, supported by EALAN.

Activity plan components:
- Compilation of Inter-university Collaboration Plan on Staff & Students Exchange (24 days)
- Implementation of the Inter-university collaboration Plan (at least 36 students/staff)
- Staff and students (36) have participated in Exchanges

Phases of the Business Development WP-ED activities and mile-stones	Int group	2016 Q1	Q2	Q3	Q4	2017 Q1	Q2	Q3	Q4	2018 Q1	Q2	Q3	Q4	2019 Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	Q4	2021 Q1	Q2	Q3	Q4
1. Curriculum Needs Assessment																									
Conducting needs assessment MSc and BSc programs	NW, LA, LG/LP, VG			■	■																				
The combination with labour market needs assessment	LA, LG/LP, VG					■	■																		
2. Curricula Quality Peer Review																									
Formation of a Curricula Review Commit-tee (3 days)	NW, LA, LG/LP, VG						■																		
Evaluation of Curricula Quality of BSc and MSc programs	NW, LA, LG/LP, VG							■	■																
Peer reviews (total 12) have taken place	NW, LA, LG/LP, VG																					■	■		
3. Curricula Update																									
Curricula Updated	NW, LA, LG/LP, VG									■	■	■	■												
Monitoring individual institutes updating activities	NW, LA, LG/LP, VG									■	■	■	■												
4: Inter-university Collaboration Plan																									
Compilation Inter-university Collaboration Plan	NW, LA, LG/LP, VG					■	■																		
Implementation of the Inter-university collaboration Plan	NW, LA, LG/LP, VG							■	■	■	■	■	■	■	■										
Staff and students (36) have participated in Exchanges	NW, LA, LG/LP, VG																					■	■		

3.2.4 The WP-RE activities and mile-stones in business Development

3.2.4.1 Shared Research Strategy

Developing an up to date shared research strategy, including an advocacy strategy. In many cases policies are not developed in a participatory manner. Meanwhile, policy objectives, plans or practices may not always lead to achieving the intended results. It is important for EALAN, after outlining the stakeholders in work package 1 to investigate the policies and topics and how they impact upon society. Using an opening kick-off workshop, EALAN members work together to identify key drivers for shared land administration research in EALAN member countries and at the regional level - in relation to the focus themes. A mix of push and pull factors will be identified. Pull factors will be societal in nature (e.g. gender rights), whilst push factors are more likely to be technology orientated. From the drivers, a set of shared research problems and objectives will be established - and these will be collectively developed into an EALAN research strategy document. This will also help the network start developing its advocacy and lobby strategy. The research strategy document will have short, medium, and longer-term ambitions. The workshop will also be used to identify current research capacity, and capacity gaps that must be filled.

Activity plan components:
- Opening Kick-off workshop
- Development of an EALAN Research strategy document

3.2.4.2 Participatory Research Skills

Increasing capacity in participatory research skills: The developed research strategy will confirm opportunities for improving participatory research capacity - in terms of skill sets amongst EALAN staff. Based on these needs, a tailor-made short course for selected EALAN staff will be developed. The course will potentially incorporate a wide gamut of research related skills including: research conceptualization, research methods, data management, ethics and gender issues, acquiring grant funds (related to 1.2- work package 1), research peer-reviews, and project management.

Activity plan components:
- Attendance of Tailor-made course on Participatory research Skills (60 days)

3.2.4.3 Research Capacity

Increasing capacity in undertaking research activities (2 x pilot EALAN research projects):
The research strategy will identify 2 quick-win research projects that can be undertaken in the lifespan of this NUFFIC project. These will be comparative in nature, utilize the thematic group approach, and also have peer-reviewing processes embedded. Likely topics include: 1) undertaking cross-country assessment of technical aspects of land governance using the World Banks' Land Governance Assessment Framework (LGAF), the Global Land Tool Network's 'Gender Responsive Indicators', or the International Federation of Surveyors (FIG) 'Cadastral Template'; 2) Linking to ITC's soon-to- commence EC Horizon 2020 funded 'its4land' research program - that already incorporates 3 EALAN partners - and focuses on ICT developments including UAVs, smart sketch maps, and auto-feature extraction tools in East Africa; or the NICHE 249; or LAND project described in the Coordination and Harmonization with other Initiatives section. Gender issues and women's rights are embedded into all EALAN research related activities. Collaborative and comparative research papers will be completed at home institutions with email and Skype interactions.

Activity plan components:

- Execution of Quick-Win Research project (# days refer to RS)
- Execution of Quick-Win Research project (# days refer to RS)
- 3 comparative research studies executed and disseminated

3.2.4.4   Advocacy, Lobbying & Impacting

Advocacy, lobbying and making impact with the findings: The pilot research projects will produce findings that will be disseminated in various ways. First, each project will produce a high-level collaborative research paper that can be presented at conferences and enhanced for publication in an international journal (e.g. Survey Review). Individual country-results can also be published in the Journal of East-African Land Administration. Beyond these scientific outputs, the findings will be converted into frames and formats accessible to international and national policy makers (policy briefs and public presentations), and the general public (social media, website, news print media). 12 EALAN staff will be trained in order to strengthen their skills to lobby during at conferences. This will enhance their active participation in influencing policy, and promoting participatory and mutual practice in policy-design and implementation, as well as getting feedback from the stakeholders.

Activity plan components:
- Advocacy and Awareness-raising Using Collaborative Research results (45 days)
- Publications of results in appropriate frames and formats
- 8 high-level meetings involved and influenced

3.2.4.5   Research Outlook

Developing a clear short and long-term outlook for the research work package. EALAN needs to keep track of services it offers through research and consultancies. Progress and outcomes of the research work package will be annually evaluated at the EALAN AGM. Key areas of strength, weakness, and opportunity for the EALAN research (and consultancy) program can be identified. Using the findings, the research strategy is refined. This includes revisiting and prioritizing the mid-term and longer term research goals, identifying specific funding channels for joint-EALAN applications (to achieve the goals), and creating the work program (timeline, resources) needed to deliver on the research strategy. This will give EALAN the opportunity to assess trends and respond to challenges, thereby developing the capability to adapt and self-renew in relation to the research work

Activity plan components:
- Definition and compilation of a Short and medium Term Research Outlook (36 days)

Phases of the Business Development WP-RE activities and mile-stones	Int group	Time table																							
		2016				2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Shared Research Strategy																									
Opening Kick-off workshop		█																							
EALAN Research strategy document			█																						
2. Participatory Research Skills																									
Attendance of Tailor-made course	NW, LA, LG/LP, VG					█	█																		
3. Research Capacity																									
Execution of Quick-Win Research project	NW, LA, LG/LP, VG							█	█	█	█														
Execution of Quick-Win Research project	NW, LA, LG/LP, VG											█	█	█	█										
3 comparative research studies executed	NW, LA, LG/LP, VG																					█	█		
4. Advocacy, Lobbying & Impacting																									
Advocacy and Awareness-raising	NW, LA, LG/LP, VG															█	█								
Publications of results	NW, LA, LG/LP, VG																		█	█	█				
8 high-level meetings involved and influenced	NW, LA, LG/LP, VG																					█	█		
5: Research Outlook																									
Definition and compilation of Research Outlook	NW, LA, LG/LP, VG															█	█								

SEALAN-related days to be availed by network members and secretariat. Excludes all activities related to each member institutes own regular (going concern) activities

SEALAN-related days		2016				2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Network	1: Strategic Plan			18																					
	2: Business Plan			12	15																				
	3: Stakeholder/Client matrix			24	24																				
	4: Business Partner Engagement			12	12																				
	5: Efficiency, Synergy and Cohesion			40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40		
	6: Collaboration and Partnering									6	6	6	6												
	7: Knowledge Management Platform					12	12	6	6	6	6		6												
	8: Monitoring and evaluation				4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
	9: Attend AGM's			36				36				36				36				36				36	
Short Course	1: Labor Market Needs Assessment			12	12																				
	2: Trainer Toolkit					9	9	9	9																
	3: Training Capacity									9	9	9	9												
	4: Tailor-made Trainings													15	15										
	5: Inter-university Cooperation Plan															3	3								
	6: Tailor-made Trainings Outlook																	4							
Education	1: Curriculum Needs Assessment			30	30																				
	2: Curricula Quality Peer Review						3	20	20																
	3: Curricula Update									15	15	15	15	15	15										
	4: Inter-university Collaboration Plan					12	12																		
Research	1: Shared research strategy			36																					
	2: Participatory Research Skills					30	30																		
	3: Research Capacity							Refer to RS Plan																	
	4: Advocacy, Lobbying & Impacting															15	15	15							
	5: Research Outlook															12	12	12							
	Total days to be availed to SEALAN	0	0	220	137	105	108	113	77	78	78	108	78	72	72	108	72	73	42	78	42	42	42	36	0
	Average # dys to be availed per institute	0	0	18	11	9	9	9	6	7	7	9	7	6	6	9	6	6	4	7	4	4	4	3	0

SEALAN-related days to be availed by network members and secretariat. Excludes all activities related to each member institutes own regular (going concern) activities

SEALAN-related days (YP = Year Plan)	2016				2017				2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Investments by members																								
Institute Staff provided (dys)			220	137	105	108	113	77	78	78	108	78	72	72	108	72	73	42	78	42	42	42	36	0
Institute Facilities provided (# roomdys)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Transport provided (# trips)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Materials provided (# sets)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
NUFFIC funded investments																								
Transport (# flights)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Accomodation (# dys)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Project Director (# dys)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Project Coordinator (# dys)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Executive Secretary (# dys)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Tooling (# euros)			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Income Generated by EALAN Members																								
Fees Received			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Certification Activities			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Private Sector Based Sponsors			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Donor Conract Payments			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
Other Sources of Income			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		
…			yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp	yp		

4 Deliverable & Resource Planning

Activity planning and resource planning must be adjusted and matched against each other. During the Ruhengeri workshop, each member institute presented the resources that potentially may be made available (subject to formal authorisation) and possible restrictions or opportunities. These resources were presented in a tentative fashion, as availing resources must remain subject to each institutes planning and decision making arrangements.

deliverable	RCMRD	ILA	JUBA	UEA	TUK	University of Nairobi	Woldia	INES Ruhengeri	University of Burundi	ARDHI	University of Rwanda	Makerere University
48 staff trained in developing long term courses		LT training;2 staff as trainers are available;4 staff as trainees are available;Exchange program;3 staff available;5 students available;+ host	Staff training on LT for resources mapping, land management, urban management;2 students are available in 8 months;2 staff available in 12 months;classrooms available;Staff exchange in LA (access to land for all) ; community land management, resources mapping;2 students and 2 staff available to be trained in 12 months	Capacity to be made available in GIS and remote sensing teaching staff (2 staff); peace and development (2 staff);Need staff trained in developing LT courses (4 staff available); in short term curricula development; how to ;Need to starts LA and LG course (program); Need for teaching staff in LA and LGsecure land to vulnerable and margined people	Staff in developing LT courses (Theme: Land governance);Resources to be made available (a full time staff available -> alternating);Theme: Land administration;2 staff available	1 staff to be trained;3 staff are available (June – August);A number of students may be available for exchange (June – August)	;One staff will participate in it;Existing LA curriculum is other resources;4 staff to be trained	Need to be trained in curriculum development;2 staff will be available	2 staff available as trainers;10 staff available as trainees	Issues/topics/in place:;Access to land resources (vulnerability, gender);Commercial pressure over land for large scale investments (energy, minerals & agriculture);Land conflicts resolution;Land acquisition / displacement (resettlement);Land delivery for urban plots development;Capacity:;6 staff land management;3 staff land surveying;4 staff land use planning	Equitable Access to land resources, GIS & Remote Sensing;2 staff available;2 weeks per year;Existing MSc program	2 staff can be available (minimum);Main interest is in LA & LG at BSc & MSc level
36 staff participates in exchange of program							We need 2 staff to come to Woldia;Accommodation will be availed/ready	Need to benefit from staff exchange;5 students can visit other institution;We can received students from other universities	2 staff available in exchange program	Students- MSc level (Land Administration from 2017; Geomatics, Land use planning)- BSc level – Land management / valuationStaff- Short term -senior staff in key areas – LM; LS, URP	Equitable access to land resources, LA, GIS &RS2 staff needed from EALAN members & 2 staff available2 weeks per year	2 staff available (minimum)5 students available (may – august)
12 peer reviews of curriculum carried out	Some capacity available more to be built within next 2 years	2 staff available to support in the review;+ host	Need for long term curriculum review;2 staff already available		2 staff available to undertake peer review in curriculum	2 staff available part time for research and reviews	1 staff will participate in VGs issues and valuation as trainer2 staff to be trained in curriculum review		Need EALAN help in LA & LG curriculum development	Staff available – 13 in 3 key areas (Land Management, valuation, cadaster (LS) and Land Use Planning (town planning)Staff times: any time, short term up to 2 weeks		2 staff available (minimum)

Deliverable	RCMRD	ILA	JUBA	UEA	TUK	University of Nairobi	Woldia	INES Ruhengeri	University of Burundi	ARDHI	University of Rwanda	Makerere University
8 contributions made to high level meeting	Contributing to high level meeting (1 per year);Physical resources available	2 staff are available;+ host	1 staff available to participate	1 staff available to participate	4 staff available (alternating)	2 staff are available	1 staff will attendHosting of the high level meeting	1 staff available to participate	1 staff available	High level meeting – all topicsStaff available: 13 (LMV, LS & URP)Staff time: throughout, but not lasting than 2 weeks	Land disputes & equitable access to land resources2 staff availableOne week per yearConference facilities	1 staff availableHost the meeting
3 short term curriculum developed	Short term curricula in LG and LA => 1;Inadequate human resources;Institional resources available	2 staff can participate at different times;+ host			Theme: LG, Technology UAV;2 staff available;Short term training in strategic planning for developing LG programs;Technology for developing LG: UAVs	Curriculum development;3 staff available part – time;Short time training;3 staff available;(June – August);Space to train 10 max;Need for computer and software	2 staff will participate: 1 technical; 1 valuation as trainer 2 staff to be trained	2 staff can be trained in short course development	Need to be trained in LA, LG, women access to land	Issues: All topics Staff: 13 Staff time: short time engagement	2 staff to be trained 2 weeks per year	2 staff available to be trained Ample space & IT facilities (host) for the trainings
6 demand driven gender sensitive services	No human resources available	2 senior staff are available as trainers;3 staff available to be trained;host the training	2 staff available	Short term training in demand driven gender sensitive services (4 staff available)	1 staff available to be trained		1 staff will participate		5 staff available to be involved	Topics: Women access to land under customary land tenureStaff: 3 staff currently working on PhD on the subjectStaff time: short time up to 2 weeks		2 staff available (minimum)
Tailor made training	Tailor-made training eg: On use of UAVs in mapping;Human and physical resources inadequate;Institutional resources available	2 senior staff are available as trainers;3 staff available to be trained;host the training	Need for trainings in: access to land for all, in community land management, land resources mapping, in conflict prevention;2 staff available in one year;2 students available in 6 m0nths		Resources available: LA programs and staff; computer lab; conference rooms.		3 staff (2 technical and 1 valuation) as trainerTotal station leveling equipment, computer lab		5 staff available to be trained	Several topics: - On informal land tenure - Land Information Systems - Community abilities towards land disputes Staff: 3 in land management, 3 in cadaster. Special labs (GFMU)	Women access to land & equitable access to land 10 staff available 2 weeks per training 3 researches centres (CGIS, CCM and Gender studies)	2 staff available (minimum)

5 Sustainability

Each member institute will act for its own account and under its own responsibility. The SEALAN project will fund the marketing and the capacity building efforts, but each member is expected to build and extend capacity, to be ultimately sustainable and problem oriented. Each member will provide staff resources and facilities for the realization of the Strategic Plan and Business plan in a fashion that relates to their ambitions and possibilities.

5.1 Categories in sustainability

5.1.1 Organizational sustainability

- **Content development** of topics related to the core interest of EALAN, sustained by its strategy, cooperation between the members and external partners, functionality of the governance structure of the network, work processes within the network to create shared outputs, for learning and to renew
- **Management of relationships** amongst members through trust building and by the creation of inspiring activities and energetic relations.
- **Financial functioning** with clarity on financial contributions to the network (coordination and new initiatives) as well as investment (time/resources) of members to activities of which they and other members will gain (on the long term) to deliver according to their ambition. Rules can be made explicit for this with expressions of adherence and respect.

5.1.2 Academic sustainability

- The new short courses and the adjusted BSc and MSc curricula must be **subject to the National Qualification Frameworks (NQF)** of the member countries
- **Curricula and materials will be developed in a process of joint and shared responsibility** and shared through the knowledge platform.
- **Curricula and content will be aligned to the needs of the labor market** through stakeholder involvement.
- **Exchange and peer consultation** between EALAN members is encouraged.
- **The trainer's toolkit will help standardize and enable exchange of material** between member countries in relation to the short courses.
- **Research requires continuous attention, feeding and monitoring**, implemented though reflections in a special learning workshop linked to the AGM.

5.1.3 Financial sustainability

- Building capacity of EALAN such that staff are able to quickly respond to leads by writing grant winning proposals and implementing the grant-funded research and consultant activities efficiently.
- By offering short courses, EALAN is expected to generate income during and after completion of this project. Other sources of income may be private sector sponsorships, certification activities, consulting activities by each of the member institutes
- Adoption of an internal policy on how to deal with and divide the income that is generated.
- Linkage of the EALAN secretariat to donors like the British Council and SIDA
- Support for activities like staff exchange e.g through the Association of African Universities

5.1.4 Technical sustainability

- Currently € 100.000 of project budget has been earmarked as an amount for investments.
- To be assigned to EALAN secretariat level (e.g. office equipment) and at the EALAN constituent institutes.
- Purchase of equipment for the envisaged research projects. Based on this inventory, new equipment will be purchased and installed.
- Regular setting aside funds of funds to update and replace equipment.

5.2 Network and Project Management Structure, Administrative Organization

The permanent EALAN management and the SEALAN project management will have a simple straightforward management structures. Day to day management of the project will be done by the Project Director and Project Coordinator of the Consortium. They will liaise with the EALAN Secretariat on all operational matters. For policy and strategy planning, there will be a Steering Committee. This will consist of the Project Director and the Project Coordinator on behalf of the Consortium and of representatives of the three Interest Groups on behalf of EALAN. The EALAN Secretariat will also participate. The Steering Committee will meet during the Annual General Meetings (AGM) and will decide on the project activities for the coming year. It will evaluate the past activities and use the results in the planning for the next year (feedback loop). The above is depicted in the Organizational Diagram in Annex 4.

Implementing partners Organizational Diagram
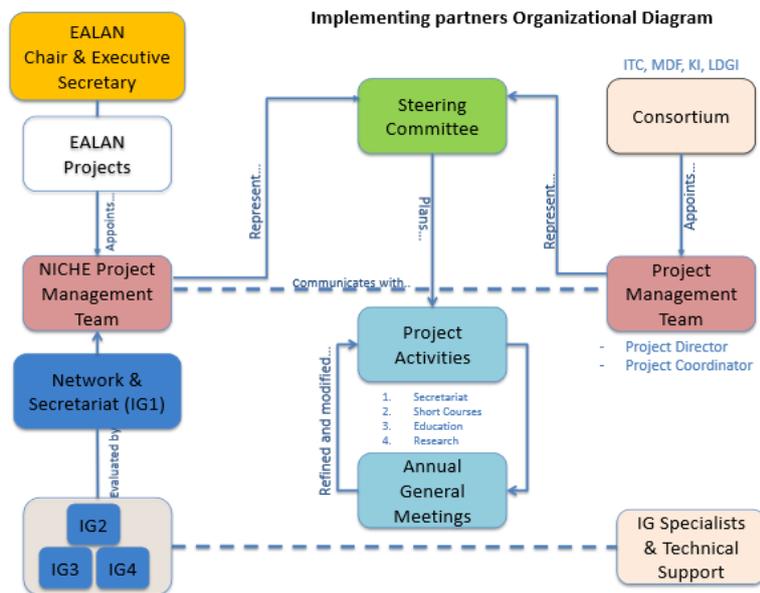
Furthermore, University of Twente (UT) has a number of internal standard procedures and protocols in place to ensure sound and safe operation and monitoring and quality control system for projects, both financially and technically. These procedures are regularly checked and approved by UT's accountant and will take place throughout the assignment. In addition, UT has procedures in place related to staff time registration, complaints handling as well as for the financial and administrative processes. UT-ITC adheres to the Dutch law on labor conditions. The finances will be controlled through periodic financial reporting and keeping track of project costs. The project coordinator will monitor the actual effort put into the assignment by the consortium members. Inconsistencies with the original plans and budget will be identified and corrected.