

STRATEGIC PLAN of THE EASTERN AFRICA LAND ADMINISTRATION NETWORK (EALAN)



Validated in the AGM: 23rd July 2016



Table of Contents

1. Rationale of the EALAN Network 3

2. Context 4

3. Vision, Mission and Strategic Objectives of EALAN 5

Strategic Objectives 5

Approach and Core services 6

Target group/s..... 8

4. Set-up of the Network 12

Network Development..... 13

Annex 1: Members of the EALAN Network 15

Annex 2: List of Participants Strategic Planning workshop 15

Annex 3 : SWOT details 16

Annex 4: Summary Business Plan..... 18

Annex 5: Summary Research Plan 23

1. Rationale of the EALAN Network

Introduction to the Strategic Plan

This Strategic Plan of Eastern Africa Land Administration Network (EALAN) presents the Strategic Objectives of the Network, reaching out for five years (2016-2021). EALAN presently has twelve members, based in eight countries in Eastern Africa (see annex 1).

The EALAN Mission, Vision and Strategic Objectives have been formulated during the all Members (12) workshop held in Musanze, Rwanda from 23 -27 May 2016. This Strategic Plan expresses the 5 years Strategic Objectives for the EALAN Network.

The draft Strategic Plan has been amended and validated in the Annual General Meeting of 23 July 2016, held in Dar Es Salam, Tanzania, where all Members were present.

This report reflects the adapted and validated version of the Strategic Plan.

The EALAN Network is supported in the implementation of these Strategic Objectives by the Netherlands funded NUFFIC NICHE project: "Strengthening the regional EALAN network to build capacity in Land Administration and Land Governance in the Great Lakes Region" (GR 262), which covers the first four years of implementation of this Strategic Plan (2016-2020).

The Strategic Plan will be a rolling five-years plan, reviewed and updated annually for encompassing the next year's plan. This is the first time that the Eastern Africa Land Administration Network, established in 2009, has formulated its Strategic Plan (SP).

The Network Steering Committee will monitor the implementation of the SP for the realisation of the Strategic Objectives using indicators. In addition, the functioning of the Network (Strategic Obj. 6) will be monitored on its internal dynamics, for which the Network Thermometer¹ will be used.

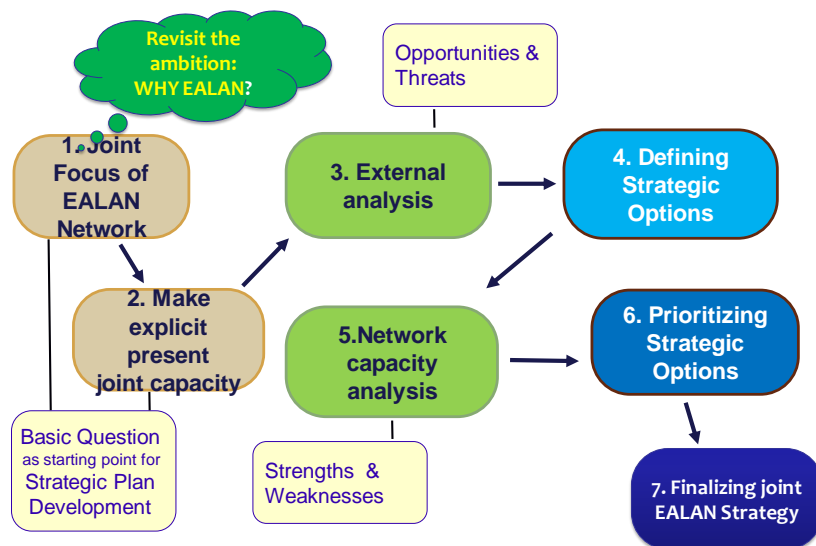
Progress on the implementation of the Strategic Plan will reported to the AGM annually.

The strategic planning process was based on the following basic question: *How can EALAN develop into a sustainable centre for innovative reference and knowledge on Land Governance/Administration while developing relevant services?*

The Strategic Objectives have been formulated using the Strengths, Weaknesses, Opportunities and Threats analysis (SWOT) according to the steps expressed in figure 1.

Figure 1: Steps followed for the EALAN Strategic Plan

¹ The Network Thermometer has been presented in the AGM, 23rd July 2016 and been adjusted for first use in August 2016.



Linked to the Strategic Plan, the EALAN Business Plan (BP) and EALAN Research Plan (RP) were also formulated during the same session. The summary of these plans are reflected respectively in Annex 4 and Annex 5.

This SP document describes in chapter 2 the Context of the functioning of the EALAN network.

Chapter 3 provides the Mission, Vision, Strategic Objectives of the EALAN Network ; Chapter 4 describes the set-up of the EALAN Network and the Network development aspects. The annexes contain the list of member countries of the network , members having participated in the Strategic Plan workshop, as well as more detailed products developed during the SP formulation process such as the SWOT analysis, Choice for Strategic Options and the Summaries of the Research Plan and Business Plan.

2. Context

Land has a central place in the livelihood of most African people, where 60-80 percent of the people rely on agriculture. According to the Land Policy Assessment document of the Africa Union Land Policy Initiative (LPI), like any part of Africa, the Eastern Africa region as well includes legal pluralism on land rights, non formalized customary tenure, insurgent land conflict and a system that disregards gender equity access and ownership of land.

The recently adopted document on world sustainable development, Sustainable Development Goals (SDG), has stressed on the need to create access to land and improving the lives of slum dwellers around the world. The SDG guarantees that by 2030 all men and women shall have access and control over land, and it is hoped that through permitting equal access to land and natural resources, states will be able to double the productivity of land and incomes of small scale land holders such as women and indigenous people. Another important goal of the SDG is making sure everyone has access to safe, adequate and cheap basic services and housing as well as upgrade slums in urban areas.

The Voluntary Guidelines on Responsible Tenure and Fishery which were developed by the UN- FAO seek

to improve governance of tenure of land, fisheries and forests. They seek to do so for the benefit of all, with an emphasis on vulnerable and marginalized people, with the goals of food security and progressive realization of the right to adequate food, poverty eradication, sustainable livelihoods, social stability, housing security, rural development, environmental protection and sustainable social and economic development. However, there is a need to harmonize these requirements with national laws and legislations.

The above international documents and declarations aspire a world free of poverty and where gender equity is ensured through equal access to land and natural resources. This calls for sound land administration and governance policies across the African region in general and the Eastern African Region in particular. In pursuit of this mission, most Eastern African Countries have started running land administration and governance academic programs side by side with the modernization of their land policies and institutions.

The Eastern African Land Administration Network (EALAN) was established with a view to create a platform for academic and knowledge exchange. The network's ambition is to create a harmonized or similar land administration programs that embrace among others the above international and regional documents.

3. Vision, Mission and Strategic Objectives of EALAN

The joint ambition of the EALAN Network, is expressed in the Vision and Mission which evolve from the many years' experience of EALAN.

The Vision of EALAN is: EALAN envisions a Society where land administration supports good governance and all land rights are recognized

The mission statement of EALAN is :

The Eastern Africa Land Administration Network (EALAN) provides a platform to its Members for exchange of knowledge and experiences in Land Administration and Land Governance for quality services to achieve sound Land Policy and Land Governance

Services mentioned in the Mission encompass education services (diploma, bachelor, Masters, PhD), short courses, and research. Exchange of knowledge and experiences includes also the function of "mutual learning". The scope of the EALAN is Eastern and Central Africa.

The values cherished by EALAN are:

Trust, Cooperation, Value addition, People centred, Inclusiveness/equity, Transparency and Rule of Law.

The Network has a Constitution which has been endorsed by most of the members.

Strategic Objectives

The following Strategic Objectives have been retained by the EALAN Network for realisation in the next five year.

In 2021, EALAN will have realised the achievements as expressed in the six Strategic Objectives:

1	<i>Comparative research</i> executed on the <i>differences in LA & LG institutional set-up and LA-LG education systems and tenure types</i> in order to strengthen existing curricula
2	<i>Awareness has been created and community education</i> has been executed about <i>land rights and the importance of documenting of land rights</i> by developing tools, short courses for advocacy for tenure security for women and vulnerable groups
3	Training & Research, Policy briefs formulated on LA and LG for conflict resolution and regional stability
4	<i>Advocacy for greater transparency in LG</i> carried out to <i>encourage governments</i> on the use of good practices and fit for purpose approaches
5	<i>Tools and application for enhancing proper urban land management</i> and infrastructure development developed
6	<i>Well functioning EALAN Network and Secretariat*</i>

* The Secretariat of the Network rotates among member countries

These Strategic Objectives, which are all assessed to be highly contributing to the sustainability of EALAN, are also reflected in annex 3 linked to other aspects of EALAN.

Main actions for the realisation of these Strategic Objectives are presented in table 3.

Since there is no regional centre where regional Land Administration and Land Governance expertise (comparative) is yet available, EALAN considers to work -in the coming years- towards becoming a "Regional Virtual expertise centre of reference" for exchange of publications, research, and best practices. This is deemed to be important in view of international exchange, regional awareness raising on different national practices, creation of cross border understanding and contribution to regional conflict resolution and stability.

Approach and Core services

The Network has twelve members amongst which eleven Universities and one Regional Centre for mapping of Resource. All are active in the domain of capacity development, with some with long period of experience, others just in the phase of starting up education in these fields. Capacity development implies education (Bachelor, Masters, PhD,) or short courses (diploma, on demand courses, programmed courses). Most Institutes are also involved in research activities although there is nothing yet of comparative nature.

Some members provide Advisory and Consultancy services to the Government, given the national and international context.

The members want to learn from each other by exchange of staff, students, collective development of short courses and education modules and programmes and the implementation of collective (comparative) research and training.

The members often work bilaterally for the exchange of staff, students and cooperation for upgrading of education. In several research projects universities of 3 -4 countries are working together. These experiences are shared and further built upon.

The lobby and advocacy function will be implemented based on evidence based data from research and otherwise. This function will be realised via short courses, publications and policy briefs for Policy Makers and/or donors and other relevant parties. Participation in and contribution to national and international conferences will enable the members to share their education and research product (publications, articles, PhD research publications etc.) regionally and beyond. This will contribute to bigger regional understanding of LA and LG related issues and backgrounds of e.g. cross border land conflict. This also is in line with the Policy Outcome (Impact) of the NICHE-Nuffic project.

The working approach used in the present Nuffic funded project (2016-2020), is organised around Interest Groups (IG). These IGs unite several Members with one lead member, in order to produce education, short courses and research in line with their selected theme.

These Interest Groups are:

- Interest group 1: Network and Secretariat
- Interest group 2: Land Administration
- Interest group 3: Land Governance
- Interest group 4: Vulnerable Groups

The next table shows the main topics provided by the 12 EALAN members, situation January 2016.

Table 1: Thematic Topics at EALAN Members² (11 Universities and 1 Regional Centre)

University	Country	Project's Thematic Topics at Universities								
		Land Administration			Land Governance			Vulnerable Groups		
		BSc	MSc	PhD	BSc	MSc	PhD	BSc	MSc	PhD
1. Ardhi University	Tanzania	✓	✓	✓						
2. Bahir Dar University	Ethiopia	✓	✓		☑	☑	✓	☑		
3. University of Woldia	Ethiopia	✓	✓							
4. INES-Ruhengeri	Rwanda	✓	✓							
5. University of Rwanda	Rwanda		↗							
6. Makerere University	Uganda	✓								
7. Regional Centre for	Kenya	❖	❖							

² Report Inception workshop Nuffic project, 2016

Mapping of Resources for Development										
8. Technical University of Kenya	Kenya	✓								
9. University of Nairobi	Kenya	☑								
10. University of Burundi	Burundi	☑								
11. University of Juba	South Sudan									
12. Université Évangélique en Afrique (Bukavu)	Democratic Republic of Congo.									

Key:

- ✓ Thematic topic offered as full program
- ☑ Elements of thematic topics (e.g. as a topic in a lecture) included in another program e.g. land economics, land management
- ↗ PGD (Post Graduate Diploma) being upgraded into MSc
- ❖ Hosts projects and researches related to land administration

The overview shows that - presently - the majority of institutions offer courses in the field of Land Administration. Thematic topics of Land Governance and Vulnerable Groups (including gender) receives minimal attention. Two members (RDC and South Sudan) do not offer education programmes in LA and LG. In the coming period, the lack of education in LG will be addressed.

Target group/s

The EALAN members have Land Administration education programmes at Bachelor and Master levels. Their main target groups, for different services, are reflected in the next table.

Table 2: Overview of most important target groups for the EALAN members

Services	Target Groups
Education	Students in higher education Academic staff at Universities and Land (Capacity Development) Institutes Students with professional experiences (life long learning)
Short courses	Professionals, Government services Professionals, private sector & NGO's Policy makers Judiciary University Academic staff Community (different groups) Vulnerable groups
Research	University Academic staff Policy makers Community (different groups) Vulnerable groups

The main target group of the Members concerns their students at the University and/or professionals (with work experience) who enrol University studies. This is in addition to Member's own academic staff and professionals (government staff, Civil Society and private sector) for short courses. In view of the advocacy role of EALAN, Policy Makers are targeted for improvement of Laws. The community (chieftaincy, population and other community layers) will be direct target groups for research and the ultimate target group for short courses via capacity development of NGO's, private sector etc. Vulnerable groups will be targeted directly by research and indirectly by integration of their specific technical and social aspects in education, short courses and research. Based on research evidence, lobby and advocacy initiatives, policy briefs addressing their situation will be developed.

Vulnerable groups refer to the following groups³ , ranked according to vulnerability as considered by the Members:

- 1) Women
- 2) Orphans and children
- 3) Internally displaced persons (IDPs)
- 4) Informal settlements.
- 5) Minority groups
- 6) Pre-urban settlements and farmers.
- 7) Farmers and communities and in investment areas.
- 8) Pastoralist.
- 9) Elderly displaced and non-educated individuals.

Women were ranked as being the most vulnerable since they are suffering from the dominance of patriarchal and discriminatory customary law that restricts women’s ability to own, inherit or individually use land. EALAN participants emphasized on the need for professionalism in the land sector. Land professionals appear ignorant about women’s access to land rights and obstacles they face. EALAN institutions blame the ignorance by professionals partly to the educational system. Land Administration Education mainly focuses on technical aspects of land tenure such as surveying of parcel boundaries – in relation to the formal land tenure and land governance systems. There is no or little attention to understanding and accommodating customary land tenure and land governance systems when administering land. Members are committed to use a more inclusive and conflict sensitivity approach to make students and professional aware of a more holistic way of looking at LA/LG issues.

The reasons for considering other groups as vulnerable groups related to LA/LG are explained in the SEALAN project Inception workshop report (Jan 2016).

Main actions for the realisation of the Strategic Objectives are expressed in the following table:

Table3: Strategic Objectives and Main Actions

	Strategic Objective	Main actions
1	<i>Comparative research executed on the differences in LA & LG institutional set-up and LA-LG education systems and tenure types in order to strengthen existing curricula</i>	Research on Land Governance, Land Administration and Women & Vulnerable Groups Capacity Development on Research formulation and implementation (see Research Plan) Development/adjustment of curricula based on research outputs
2	<i>Awareness has been created and community education has been executed about land rights and the importance of documenting of land rights by developing tools, short</i>	Capacity strengthening of Staff of EALAN Members on e.g. - Active learning methods & development of short courses - Labour market and training needs assessment _Training on Lobby and Advocacy

³ Report Inception workshop Nuffic project, 2016

	courses for advocacy for tenure security for women and vulnerable groups	-Writing of winning Grant Proposals Grant proposal writing by the EALAN members for the acquisition of external funds - Development and implementation of short (tailor made) courses Development/adaptation of curricula
3	Training & Research, Policy briefs formulated on LA and LG for conflict resolution and regional stability	Capacity Development on: Development of Policy Briefs Grant proposal writing : see SO 2 Development and implementation of short (tailor made) courses Development/adaptation of curricula Capacity Development on Research formulation and implementation (see Research Plan)
4	<i>Advocacy for greater transparency in LG</i> carried out to <i>encourage governments</i> on the use of good practices and fit for purpose approaches	Development and implementation of short (tailor made) courses Development/adaptation of curricula Training on Lobby and Advocacy Training on the use of "Fit for purpose" Training , publication and presentation of papers on Responsible land governance
5	<i>Tools and application for enhancing proper urban management and infrastructure development</i> developed	Research on Land Governance, Land Administration and Women & Vulnerable Groups Development and implementation of short (tailor made) courses Development/adaptation of curricula
6	<i>Well functioning EALAN Network and Secretariat*</i>	Strengthening the Secretariat e.g. - Formulation of Strategic Plan, Business Plan and Research Plan + annual review and update (validation 2016) Set up of Monitoring system e.g. Network Thermometer Development of Engagement Strategy with external stakeholders Partnering across countries for best (gender sensitive) practices (workshops) Knowledge Management Platform: website

Measurable deliverables will be reflected in the Business Plan (see annex 4 .for summary) .

Annually an operational plan is made for implementation of the actions. For the period 2016-2020 it is very much linked to the SEALAN project.

4. Set-up of the Network

Network set-up

The Constitution of the Eastern Africa Land Administration Network (EALAN: 2014) describes the objectives of the network, membership type and requirement and the different organs functioning within the Network.

The EALAN consists presently (May 2016) of twelve Members, of which 11 are Higher Education Institutes and one is Land Related Capacity Building Centre, based in eight countries.

The Eastern African countries are defined to include (in alphabetic order): Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Réunion, Rwanda, Seychelles, Somalia, Uganda, United Republic of Tanzania, Zambia and Zimbabwe ⁴.

The main organs of the Network, according to the Constitution, are:

a) Annual General Meeting: The Annual General Meeting (AGM) is composed of all full members. Other members (affiliate & honorary) may attend

b) Chairmanship: The Chairman is elected on annual rotational basis at the AGM.

c) Secretariat: The Secretariat is the executive organ of the Network.

It is coordinated by an Executive Secretary elected from among the full members during the AGM and holds office for a period of three (3) years.

d) Commissions: The AGM may appoint different commissions from time to time according to the emerging needs of the Network.

The official language of the Network for the purpose of meetings is English.

For important EALAN projects, a commission is set up for taking the responsibility towards the donor e.g. for the Nuffic funded project.

Cooperation mechanisms

According to common projects and interest, the Members link up and organise themselves. Commissions can be set up for the execution of special tasks.

At the start of this Strategic Plan period, the Interest Groups (IG's) set up for the realisation of the Strengthening of EALAN (SEALAN) Nuffic project, form the core of the cooperation mechanism. The IG's are responsible for the delivery of certain products in the areas of research , education and short courses. Furthermore, they are responsible to develop research and course materials and search for funding where such research or course is not funded by the SEALAN project. For SEALAN project performance they are responsible to the project coordinator hosted in INES Ruhengeri, Rwanda.

For other non SEALAN project activities, Terms of Reference will guide the IGs in their responsibility for performance , contributions by the members and timely delivery of certain products/services.

⁴ EALAN Constitution

The present set up is reflected in the next table.

Table 3: EALAN Interest Groups

Interest Group	Responsibility	Members	IG Representative
Network and Secretariat	Concerns the management, coordination, and assessment of the network activities	1. Project Director 2. Project Coordinator 3. Executive Secretary EALAN	Prof Kiema, RCMRD, Kenya
Land Administration	Short courses Education Research	4. Makerere - Univ 5. Univ of Burundi 6. UEA - DRC 7. Juba - SS	Dr Moses Musinguzi, Makerere University, Uganda
Land Governance and Policies	Short courses Education Research	1. Bahir Dar-Et 2. RCMRD-Ken 3. TUK - Ken 4. INES -Rw	Dr Achamyeleh G Adam; Bahir Dar University, Ethiopia
Access to land for Women and Vulnerable Groups	Short courses Education Research	1. Ardhi - TZ 2. Univ Rwa – Rw 3. Univ of Nairobi - Ke 4. Woldia Univ. - Et	Dr Agnes Msawumbi, Tanzania

Quality Assurance and M&E system

Members already execute research projects together and have formed, also in line with requirements of the financing partner, a structure for Steering, Monitoring and Learning.

Quality Assurance falls under the responsibility of the Steering Structure of the project committee in place and is part of the individual responsibility of the EALAN member involved in such project. It involves responsibility for accountability towards the donor and sharing of lessons learned towards the Members. This specifically falls under the Director of the Project, the Chairman of the Network and the coordinator of the project.

In the Annual General Meeting (AGM), the members brief their progress. The EALAN Network is looking for the best way to share experiences digitally.

Network Development

The EALAN Network for which the initial idea has been laid and realised several years ago, has expressed its Joint Ambition in this Strategic Plan. Inspiration has to come from and be fed by the Members, in creating linkage with the outside world e.g. by expanding the membership groups, by linking up with non-member institutions for special tasks, etc.

The Interest Group structure provides pillars for exchange, sharing, learning and acquisition and realisation of common education/research projects. These according to the Work Package (WP) expressed in the Nuffic proposal:

1. Secretariat and Network work package
2. Short courses work package
3. Education work package
4. Research work package

The Secretariat will be responsible for work package 1 (management and coordination of Network's activities), all the IGs will be involved in three work packages and responsible for the development and delivery of services i.e. short courses, education and comparative research – across the EALAN countries on matters of Land Administration, Land Governance and Vulnerable Group.

Short courses are to contribute to the need for professionalism in the land sector, which will require a needs assessment.

The education work package would contribute by producing marketable professionals and agents of good practice in the land sector.

The research objectives and plan are reflected in the Research Plan of which a summary is annexed.

Priorities selected in the inception workshop were:

- **1st priority – Land rights for women and vulnerable groups.** Emphasizing a need to understand the effects and causes of land related conflicts; causes of vulnerability; and conceptualization of land by vulnerable groups.
- **2nd priority - Land disputes and resolution mechanisms:** emphasizing a need to understand the nature, causes, and classification of conflicts and resolution mechanisms; as well as obtaining a better understanding of alternative dispute prevention and conflict resolution mechanisms.
- **3rd priority – Land Administration** (with 11 out of 20 votes): emphasizing a need to do a comparative analysis of registration systems in the Eastern African countries.

Research priorities 1&2 will be piloted during the project lifespan. Land Administration was listed as a reserve topic and would be undertaken if EALAN obtains extra funds to execute research priority 3.

Implications: Clearly the selection of land rights for women and vulnerable groups and land disputes and conflict resolution mechanisms as priority research topics will fill a gap in relation to Table 1, which shows that EALAN institutions hardly engage in those two thematic topics.

Annex 1: Members of the EALAN Network

1. Ardhi University – United Republic of Tanzania
2. Bahir Dar University – Ethiopia
3. INES-Ruhengeri – Rwanda
4. Makerere University – Uganda
5. Regional Centre for Mapping of Resources for Development – Kenya
6. Technical University of Kenya – Kenya
7. University of Burundi – Burundi
8. University of Juba – South Sudan
9. University of Rwanda – Rwanda
10. University of Nairobi – Kenya
11. University of Woldia – Ethiopia
12. Université Évangélique en Afrique - Democratic Republic of Congo

Annex 2: List of Participants Strategic Planning workshop

	Names	Organization	Country
	Members		
13.	Dr Felician Komu	Ardhi University	Tanzania
14.	Dr Daniel W Ambaye	Bahir Dar University	Ethiopia
15.	Mr. Seid Hussen Yimam	University of Woldia	Ethiopia
16.	Ms BIRARO Mireille	INES-Ruhengeri	Rwanda
17.	Dr. Gaspard Rwanyiziri	University of Rwanda	Rwanda
18.	Ms. Dianah Abeho	Makerere University	Uganda
19.	Mr Venant NYANDWI, MSc	University of Burundi	Burundi
20.	Mr. Justin Tata Elisama	University of Juba	South Sudan
21.	Dr Katcho Karume	Université Evangélique en Afrique (Bukavu)	DRC
22.	Mr George Konguka	Kenya Technical University	Kenya
23.	Dr Robert Wayumba	Kenya Technical University	Kenya
24.	Mr Peter	Kenya Technical University	Kenya
25.	Prof. Galcano Mulaku	University of Nairobi	Kenya
26.	Prof. Kyalo Kiema	RCMRD	Kenya
27.	Mr. Charles Luhega	RCMRD	Kenya
28.	Mr. Byron Anangwe	RCMRD	Kenya
	Project staff		
29.	Dr Monica Lengoiboni	ITC - University of Twente	Netherlands
30.	Mr Paul Saers	Kadaster	Netherlands
31.	Ms Marie-José Niesten	MDF T&C	Netherlands
32.	Ms Benoîte Ibarinda Marie (reporting)	INES-Ruhengeri	Rwanda

Annex 3 : SWOT details

3.1 Weaknesses and Strengths of the EALAN Network (internal analysis EALAN)

Cluster name Weaknesses	Underlying weaknesses of EALAN
Lack of reliable sources of income for EALAN	No means, No permanent income generating strategy Lack of reliable source of income Insufficient/low finances
No common Land Governance Program	Members do not have Land Governance programme Member education programmes: limited attention for land tenure Hardly attention for Customary law and land Governance Members; diverse historical background vis à vis land policy and land reforms
Lack of common strategies therefore no experience to do collective research between members	No marketing communication strategy in place No strong public relations Anglophone and Francophone languages in EALAN Unstructured communication between members No collective research experience between the members Lack of reliable internet services
Bureaucracy within member institutions (e.g. Public Un systems)	Delay in ratification of the EALAN Constitution Public University members: difficult to act as EALAN treasurer for donor funded projects To enable EALAN to reach out to communities, University top management support required (e.g. for finances) Members have limited capacity to retain qualified staff members
EALAN status /coord office lacking	EALAN no legal personality EALAN: no permanent office
Cluster name Strengths	Underlying strengths
Joint curriculum harmonisation including technical & social aspects (also for Vulnerable groups)	EALAN strives for inclusion of ethics & professionalisation in the curriculum Institutional support from member institutes Diversity and complementarity in curricula Members support each other in curriculum development
Existing partnership with donors & NGOs etc	EALAN NICHE project finances by the Netherlands for stability in the Great Lakes Region. EALAN has potentially good chance for funding from different donors (GIZ, Land Policy Institute (LPI) etc) Successful staff and student exchange EALAN is partner in Global Land Tool Network (GLTN- Un Habitat) Many members from countries in East Africa Community (EAC) Launching of the "Eastern African Land Administration Journal".
Diversity (complementarity) in the Network	EALAN members from different countries, different histories: EALAN services not country specific. So these can be adapted to the various regions

High quality of staff	<p>Willingness to harmonise curricula</p> <p>EALAN is unique as organ to develop similar curricula</p> <p>EALAN committed to include elements of access to land etc for vulnerable groups & Customary and legal land tenure</p> <p>Two members recognised as Centres of excellence in Land Administration in Africa (out of the three Centres of Excellence in Africa)</p> <p>Highly qualified country (members) representatives in EALAN</p> <p>Strong commitment of members</p> <p>Growing number of qualified staff in each member institute</p>
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3.2. Strategic Option matrix: matching Strengths Weaknesses with Strategic options.

	STRATEGIC OPTIONS						
	1	2	3	4	5	6 and 8	7
	Comparative research on the differences in LG institutions, LA & LG educational systems and tenure types in order to strengthen existing curricula and policy	Raise awareness among stakeholders(Government, Civil Society, Vulnerable. Groups, Politicians) on the importance of good LA/LG	To implement training research and policy briefs on LA and LG for conflict resolution and regional stability	Carry out advocacy for greater transparency in LG to curb corruption and by encouraging governments to use good practices and fit for purpose technologies	To develop tools and applications for enhancing proper urban land management and infrastructure development	EALAN can dev. short courses and educate community about land rights and the importance of documenting land rights for lobby/negotiate with land grabbers etc., develop tools, Short courses for advocacy for Tenure security for women and vulnerable groups	EALAN can do evidence based comparative research on effects of land grabbing in different countries and possible solutions (lobby. Policy influence)
Score: S - W	3	1	3	-	6	8	3
STRENGTHS							
High quality of staff in member institutions	xxx	xxx	xxx	xx	xxx	xx	xxx
Joint curricula harmonization including tech/social aspects	x	x	xx	xx	xx	xxx	x
Diversity (complementarities) within the Network	xxx	x	xx	x	xx	xxx	xxx
Existing partnerships with donors, International networks, NGOs	xx	xxx	xxx	xx	xxx	xxx	xxx
Sub-total	9	8	10	7	10	11	10

WEAKNESSES							
EALAN -status/- coordinated office lacking	-	-	-	-	-	-	-
Lack of reliable source of income	xxx	xx	xx	x	x	-	x
Bureaucracy within members institutions	x	xx	x	xx	-	x	xx
Lack of common strategies within EALAN -No experience to do collective research	xx	xxx	xxx	xx	x	x	xx
No common LG programs	-	-	x	xx	xx	x	xx
Sub-total	6	7	7	7	4	3	7

Annex 3 : SWOT details

3.3: Selected Strategic Objectives (merged Strategic Options) and linkage with Interest Groups and topics

	Strategic Objectives					
	1	2	3	4	5	6
	Comparative research on the differences in LA & LG institutions set-up and LA-LG education systems and tenure types in order to strengthen existing curricula is executed	EALAN has created awareness and has executed community education about land rights and the importance of documenting land rights by develop tools, short courses for advocacy for tenure security for women and vulnerable groups	Training & Research, Policy briefs formulated on LA and LG for conflict resolution and regional stability	Advocacy for greater transparency in LG carried out to encourage governments on the use of good practices and fit for purpose approaches	Tools and application for enhancing proper urban land management and infrastructure development developed	Well functioning EALAN Network and Secretariat
	Key Performance Indicators					
	5 research carried out comparing at least 6 countries 8 publications made 3 members have curricula adapted based on research outcome Network	4 short courses developed for awareness raising and training of community on land rights Each course executed 3 times + at least 240 number of people reached (20% women) Advocacy materials (flyers, booklets, posters) on land rights	6 Number of Training & Research Policy Briefs developed	10 Presentation and 10 Contributions to meetings/conferences made (based on research outcomes) aiming at increasing transparency in LG & advocacy for use of good practices and fit for purpose approaches.	2 Tools and applications developed	Existence of corporate identity, Use of corporate identity as EALAN (marketing, website etc) Presence of 80% members in major EALAN meetings like AGM, et donor related workshop

		developed for community level + 12 number of organisations trained to use them				Number of collective actions realised: research, curriculum dev. Expansion of the Network with 10 members
Target groups						
Land Administration	Members Potential members Non-members	Community Judiciary	Members Government Policy Makers	Local Government Policy Makers	Local Government	
Land Governance	Members Policy makers Professionals Community	Local Government Policy Makers	Local Government Policy Makers	Local Government Policy Makers	Local Government	
Vulnerable Groups	Self Help groups CBO's		Community at large	Community at large	Urban community	
Interest Groups						
	IG LA IG LG IG VG	IG LA IG LG IG VG	IG LA IG LG IG VG	IG LA IG LG IG VG	IG LA IG LG IG VG	IG Network
Main Products						
	Short courses Education Research	Short courses Education Research	Short courses Education Research	Short courses Education Research	Short courses Education Research	

Annex 4: Summary Business Plan

EALAN Business Plan At A Glance (version before AGM)

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
- 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 or 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

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. 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.

Increasing the capacity of members to operate as a dynamic network of co-creation can help to put EALAN in a position where it can deal with research and education in an adequate way. 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 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.

For these reasons, EALAN activities will feature a holistic approach to Land Administration and Governance.,

The concept of Interest groups (IG's)

The AEALAN Constitution (2013) currently acts as an MoU between member institutions. Experience and performance of Members vary. EALAN may capitalize on the strengths of institutions that already possess high levels of experience and performance by creating three Interest Groups (IG) for the three focus themes:

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

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

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.

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 fulfil 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

Activity Planning

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. In the BP, the activities related to the Work Packages and Interest Groups are described. All planned quantities and phasing, validated at the AGM, will be cascaded down into more detail in yearly activity planning, properly taking into account availability of staff and resources.

Deliverable & Resource Planning

Activity planning and resource planning must match.. Each member institute presented the resources that potentially may be made available (subject to formal authorisation) and possible restrictions or opportunities. Availing resources must remain subject to each institutes planning and decision-making arrangements.

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.

In the BP the following sustainabilities are presented in more details:

Organizational sustainability: Content development of topics; Management of relationships amongst members
Financial functioning with clarity on financial contributions to the network

Academic sustainability: new/adapted services 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;

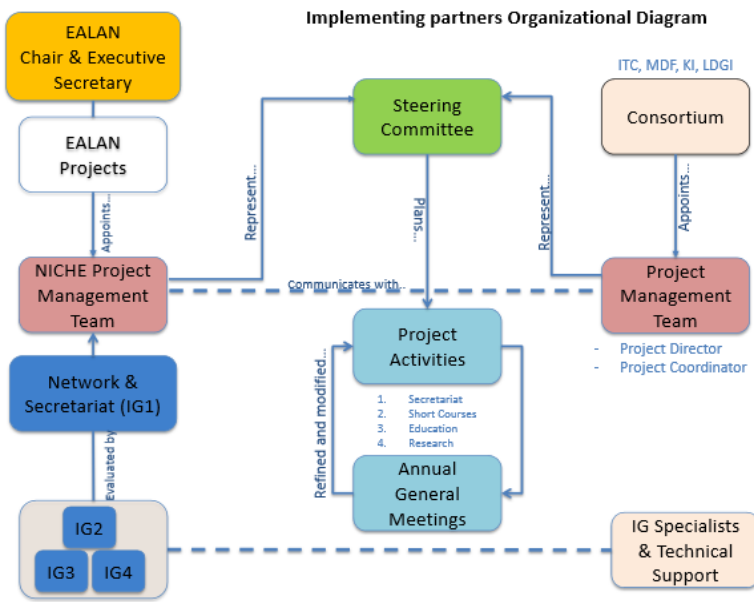
Curricula and content will be aligned to the needs of the labour market; Exchange and peer consultation; The trainer’s toolkit will help standardize and enable exchange of material Research requires continuous attention, feeding and monitoring,

Financial sustainability: Building capacity of EALAN for writing grant winning proposals and implementation grant-funded research and consultant activities efficiently; offering short courses as income generation; Adoption of an internal policy for income division; Linkage of the EALAN secretariat to donors; Support for activities like staff exchange e.g. through the Association of African Universities

Technical sustainability: SEALAN investment budget + repartition amongst secretariat + EALAN constituent institutes; purchase of equipment for the envisaged research projects. Regular setting aside funds of funds to update and replace equipment.

Network and Project Management Structure, Administrative Organization

The permanent EALAN management and the SEALAN project management will have a straightforward management structure. 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), depicted in the Organizational Diagram in Annex 4 in the BP.



The 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. UT-ITC adheres to the Dutch law on labour 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

Annex 5: Summary Research Plan

Executive Summary

‘REALise – Researching Eastern African Land Administration’ is the draft research strategy and work plan for the Eastern Africa Land Administration Network (EALAN). Whilst Eastern Africa countries possess diverse cultural, social, political, legal, and administrative backgrounds, they share a range of synergies with regards to land administration, broader land governance, and issues relating to land access for women and vulnerable groups. In the Eastern Africa region, existing land administration systems 1) insufficiently recognize and formalize land tenures due to a lack of quality land tenure information; 2) create conflicting land governance actors and processes; and 3) do not adequately support land access to vulnerable groups and women. REALise aims at delivering upon EALAN’s vision by undertaking comparative research in the three thematic areas of 1) land administration, 2) land governance, and 3) land access for women and vulnerable groups. The overarching objective of REALise is to explore how Eastern African land administration systems can: 1) improve recognition and formalization of land tenures via improved quality of land tenure information; 2) minimize or mitigate conflict between land governance actors and processes; and 3) can better support land access to vulnerable groups and women. The strategy and work plan provide a high-level overview of points of departure for EALAN research, core problems and objectives to be researched in the short and medium term, the overarching theory of change, a detailed research matrix and work plan for 2016-2020, a timeline of tasks and deliverables in the same period, details on existing EALAN research, skills gap analysis, stakeholder overview, articulation of key ethical issues, and expected outputs. A range of research methodologies will be applied collaboratively across the themes: primary and secondary data will be utilized in synthesis, comparative, and design oriented research. The strategy and plan are created in the context of the SEALAN project ‘Strengthening the East African Land Administration Network’ – part of the Netherlands Government NUFFIC NICHE program, 2016-2020. The document represents Deliverable 4.1 of SEALAN – the creation of a research strategy and accompanying work plan – and builds from the EALAN Strategic and Business plans – both enacted at the EALAN AGM in July 2016. Development of the research plan was first undertaken in Musanze, Rwanda at INES Ruhengeri between 23-27 May 2016, with subsequent iteration occurring in June and July 2016. The document is intended to act as a short-term (1-4 years) and medium/long term (4-6) research roadmap and planning tool for EALAN: it is revisited and updated at each EALAN AGM.