

Annual report and annual plan of the IS Academy on Land Governance for Equitable and Sustainable Development (LandAc)

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Introduction

This is the first annual technical report of the IS Academy on Land Governance for Equitable and Sustainable Development.

LANDac is the shorthand used for this IS-academy. LANDac was launched in 2010 and is as a partnership between IDS (Utrecht University - leading partner), Agriterro, Africa Study Centre (ASC) (Leiden), Chair Disasters Studies (CDS - Wageningen University), HIVOS, Royal Tropical Institute (KIT-Amsterdam), Triodos Facet and the Department for Sustainable Development of the Dutch Ministry of Foreign Affairs (DDE). These collaborating partners are all based in the Netherlands and together have a broad network of local counterparts, which include universities, producer organizations and other civil society organizations, financial institutions, ministries and embassies with whom they collaborate in the global South.

The guiding question of LANDac is how to optimize the link between land governance, sustainable development and poverty alleviation; and thus how to deal with new pressure and competing claims, while maximizing opportunities for inclusive and equitable development. The approach of LANDac is to generate, analyse, synthesize and disseminate knowledge on how land governance can contribute to equitable and sustainable development in line with the Millennium Development Goals. More information on LANDac can be found on: www.landgovernance.org

LANDac started officially on the 1st of April 2010 and will have a duration of 5 years. This annual report starts with a reminder of the overall aim, objectives, log frame and 5 year planning for this IS academy. In the next session the annual plan for 2010 is introduced and progress is assessed with respect to outputs, as well as effectiveness and challenges. This report ends with the workplan for 2011.

The IS academy concept in general

LANDac is one of several IS academies, an initiative which was initiated in 2005 by the Ministry of Foreign Affairs. The overall aims of an IS academy in general are:

- a. Improve the quality of the policy through the involvement of academic institutions and the improvement of the relevance of research for policy
- b. Rejuvenate of the circle of researchers involved in development cooperation related issues

- c. Contribute to the development of more externally focus and perspective of policy makers at the ministry of foreign affairs
- d. Contribute to broadening and strengthening the political and societal support for development cooperation

Aims and objectives of LANDac

The aim of the IS academy LANDac is to generate, analyse, synthesize and disseminate knowledge, in collaboration with southern-based partners, on how responsible land governance can contribute to equitable and sustainable development in line with the Millennium Development Goals. Its specific objectives are:

1. Knowledge generation on land governance in the form of PhD research, short-term research projects and desk studies on themes which are selected as a result of shared agenda setting by policy makers, academics and practitioners
2. Education and training of students, policy makers and practitioners on issues in relation to land governance
3. Knowledge management, dissemination and policy advice in order to provide “northern” and “southern” based policy makers, academics, civil society organisations and other practitioners, with up-to-date, appropriate and applicable understanding, information and tools, as well as to support policy dialogue and contribute to international debate.
4. Consolidation of the programme of work developed by the IS academy after 2015

The overall log frame and the planning of activities over 5 years are presented in annex 1 and annex 2 respectively.

Year plan 2010 and progress of work

1.1 Workplan 2010

Outputs	Results	Budget (max.)	Progress Dec 2010 -outputs	
Start-up & launch				
1.1	1 internal Consortium workshop	Decision on thematic and geographic priorities	5000	19-11-2009
1.2	1 Launch of IS academy	Programme IS academy presented and other actors invited to participate	0	19-5-2010
1.3	1 Website operational	Information and communication of IS academy work plan and themes	0	19-5-2010
Research (PhD and case studies), knowledge management capacity building.				
1.4	1 IS academy research seminar	Sharing of research results with academic community and policy makers	2000	5-11-2010
1.5	1 virtual community of practice operational	Knowledge management around priority theme IS academy	1500	Summer 2010
1.6	1 position paper	Academic guidance IS academy priority themes	10000	May 2010
1.7	Start up of 2 PhD research projects	PhD themes and researchers identified	450000	May 2010
1.8	Start up of 6 case studies	Case studies themes, approach and researchers /MSc students identified	125.000	May 2010; call 2011 launched in November 2011
1.9	2 desk-studies/ literature searches completed	Knowledge management around priority themes	9000 +	-
1.10	1 Start-up of first write workshop	Theme and case studies identified	22500 (total)	Postponed 2011
1.11	2 cases of satisfactory brokerage of requests for policy advise from partners	Improve quality of policy making; knowledge sharing	0 (MT-coordinator)	IFDC request August 2010
1.12	(contribution to international initiatives) in logframe/ not promised year 1		5000 (Total for 5 years)	Participation meeting WB, FAO, IFAD
1.13	1 summerschool	Training of students and professionals on land governance	5000	July 2010
1.14	1 tailor made training	Training of professional on land governance	3750	Postponed 2011
1.15	2 internships with partner organisations	Training of students	0--Co-fin partners IS	1 person at BuZa
1.16	3 lecture/ presentations	Discussion on emerging themes hot topics for staff of partner organizations and other interested parties	1000	2 lunchlectures at Buza; Introductions at various conferences
2 coordination				
2.1	At least 3 partnership meetings	coordination	1500	5 meetings held in 2010
2.2	4 newsletters	Internal and external communication	0 (coordinator)	Informal communication
2.3	1 advisory board meeting	Monitoring progress; reality check	3000	Advisory Board put in place; first meeting January 2011
2.4	Coordination (material, travel etc.)		58000	Coordination is operational

1.2 Start-up & launch of LandAc

Although LANDac started officially the 1st of April 2010, the executive committee regularly met since the Ministry of Foreign Affairs had awarded the contract to this consortium in July 2009. In November, 2009 a consortium workshop took place to identify possible common themes and geographic focus (activity 1.1), which informed a first position paper (activity 2.3) that is posted on the website.

The development of the LANDac website (www.landgovernance.org) started in the first months of 2010 with support of the Information and Library Services department of KIT. The official launch of LANDac and its website took place on the 19th of May through an event at the Ministry of Foreign Affairs and started with a lunch lecture by the Chair of LANDac Prof. Annelies Zoomers, which was commented upon by representatives of the van Vollenhoven institute from Leiden (Jaqueline Vel) and Oxfam Novib (Gine Zwart). The about forty participants were then invited to share their expectations with respect to the IS academy and suggest opportunities for collaboration.

1.3 PhD research (1.7)

PhD research is one activity of LANDac, which are collaborative projects between the Utrecht University, Africa Study centre and the University of Wageningen. The call was sent out in April 2010 and interviews took place in May 2010. All partners of the IS academy participated in the selection process. Annelies Zoomers will be the promoter. Co-promoters are Marcel Rutten (ASC) and Gemma van der Haar (WUR)

Two candidates were selected. Lucia Goldfarb started in July 2010 and the working title of her PhD research program is "Land governance and conflict. The case of soya expansion in the South-American Chaco region". The second candidate is George Schoneveld and his research project is entitled "large-sale land acquisitions in comparative perspectives, with a focus on Africa". George Schoneveld is currently employed by the international research institute CIFOR, where he undertakes his field work. Therefore, his contract starts at the end of 2011 having a duration of 2 years. The remaining resources for PhD research will be used for recruiting an additional African-based PhD candidate using a "sandwich" construction. This implies that the candidate is only in the Netherlands during the start of the PhD and for writing. The research project should be complementary to the two other PhD proposals. Recruitment will be completed in the first months of 2011.

LandAc further contributes to the finalization of a PhD research on the implications for land governance of residential tourism in Costa Rica by Femke van Noorloos. This research will be completed in 2012.

Several other ongoing PhD research programs of the Utrecht University will be "dovetailed" with the LandAc research program. These are:

- Dam construction and displacement in Vietnam by *Ty Pham Huu (HUAF University of Agriculture and Forestry, Vietnam)* and
- Sliding from greasy land? Migration flows and forest transformation caused by oil palm expansion in Riau (Sumatra) & Berau (East Kalimantan)" by Utrecht University and Gadjah Mada University Yogyakarta, in collaboration with Bogor Agricultural University and Mulawarman University Samarinda.
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Finally, LandAc and some partners (WUR and KIT) participate in the integrated research programme *Grounding land governance - Land conflicts, local governance and decentralization in post-conflict Uganda, Burundi and Southern Sudan*.

1.4 Short term research projects (1.8)

The call for the 2010 round of short term research calls was sent out within the networks of the partner organizations in April 2010. LandAc partners were also given the opportunity to develop research proposals. A selection committee of landac members (Agriterra, BuZa, HIVOS, KIT, Triodos-Facet, Univ of Utrecht) selected 6 external proposals and commented on 7 internal proposals.

Internal proposals

1. Cambodia: Inventory of large-scale land acquisitions for commercial farming in forested areas of northeast Cambodia, and the impact on *livelihoods* of local communities (Royal University of Phnom Pen, IDS UU)
2. East-Congo: emerging regulations on *land governance* in mining areas in a post-conflict setting (Disaster studies WUR)
3. Senegal: Analysis of the public debate over land rights: how are issues presented, what are the debates and what are the positions taken by stakeholders in these debates (IDS UU with Senegalese NGOs)
4. West-Africa: Inventory of medium and large-scale land acquisitions in Benin, Burkina Faso, Mali, Niger, and RDC; what are local responses of farmers' organizations and local governments; what are the effects on local development (SNV, KIT, Agriterra)
5. Zimbabwe: Changes in land rights and land security following the *Fast Track Land Reform* programme: influence on livelihoods and land use (RUZIVO & ASC Leiden)
6. General- Evaluation of trends and practice of investment in land by medium scale fair trade- en biologic producers (Triodos Facet)
7. General: Development cooperation in the area of *land governance by the Ministry of foreign affairs, the Netherlands*: Update of the 2007 inventory on Dutch support for improving *land governance* in developing countries and analysis of lessons learned (consultants under guidance of Ministry of Foreign Affairs and KIT)

External

8. Burkina Faso: How are local governments anticipating the implementation of new land legislation (GRAF)
9. Ethiopia: Analysis of (changing) government policy with respect to large scale land acquisitions; what is the impact for rural livelihoods (Forum for Social Studies)
10. India: What is the position of tribal minorities in recent development around land markets in Andhra Pradesh (CESS, Hyderabad)
11. Madagascar: How are decentralized *land governance* structures dealing with large-scale investment in farming and mining; how can the position of women be improved following the implementation of the new land policy in selected municipalities? (Fiantso)
12. Rwanda: Impact of new land policy and legislation (registration and certification of land) on *livelihoods* of rural men and women (RISD)
13. Uganda: Inventory of the effects of large scale land acquisitions in the Lake Albert area where oil drilling is starting; what are the effects on livelihoods and land security, what are experiences with revenues sharing (Uganda Land Alliance)

One research has not started yet and will be reformulated in consultation with DDE (Evaluation of trends and practice of investment in land by medium scale fair trade- en biologic producers proposed by Triodos-Facet). All other projects have started and in January 2011 4 draft reports were received.

These research projects also help to develop and strengthen contacts with networks of organizations working on land governance around policy issues and also for internships (requests for master students of the Utrecht University).

The call for the 2011 small grants programme was sent out in October 2010 and the 16 proposals received will be screened in the first week of January 2011.

1.5 Other knowledge management activities

A regular exchange with the Ministry of Foreign affairs has been set up. Two lunch lectures were organised at the Ministry of foreign affairs (Paul Mathieu December 2009 and Klaus Deininger in November 2010) and also the launch was organised here. Staff of the Ministry also attended LANDac workshops and research presentations. In addition, LANDac assisted with the organization of a round table on land governance in relation to sustainable development and global public goods, as an input in policy discussions taking place within the Ministry of foreign affairs (10th of November).

LANDac members also participated actively in international meetings around land governance organised by, for example, World Bank, Global donor platform, or the French Ministry of foreign affairs, and provide assistance to the EU working group on land. Annelies Zoomers has also been invited to

conferences, such as Africa for sale in Groningen to give a keynote presentation. Moreover, Annelies Zoomers was asked by the KNAW to become part of the organizing committee for an international conference around climate change.

On the 5th of November LANDac and the Utrecht University organised a seminar "Climate-smart development in the south -How to align 'climate proofing' and growing land pressures with poverty reduction strategies? which was attended by 125 participants, mostly students from the Utrecht University and IOB from Antwerp (see report on the LANDac website).

A call to request for knowledge support (1.9 and 1.11) was sent to partners but no formal requests were received yet. Several embassies have identified possible needs for assistance around the summer period (Afghanistan, Colombia, Uganda early 2010) but they have invested yet in a follow-up. The main reason is that following a changes in policy, embassies need to redefine firstly their focus and strategy. However, given that agriculture and water will be priority areas, land governance related issues are likely to emerge.

In addition, IFDC has asked for background literature, partly related to the Great lakes, which was sent. Overall, this LandAc-service is not well know yet and needs special attention in 2011.

Finally, the write workshop has been reported to 2011 when all case study results will be available.

1.6 Capacity building

In July 2010, the first 2-week summerschool on land governance was organised as part of the overall Utrecht University programme. Presentations were given by LANDac consortium partners and other Dutch experts working on this topic (f.ex Both ends, Cidin, University of Amsterdam, University of Groningen, Niza). A virtual community of practice (1.5) was set up around the participants of the summer school.

LandAc is also starting to create a place for meeting/exchange for PhD students based in the Netherlands working on land governance related research topics.

Internships started at the Ministry of foreign affairs in the context of the inventory of land-related work at the Ministry. The PhD candidates have also visited all other partners of the consortium.

Finally, master students at IDS, Utrecht University are invited to take up a land governance related subject for field work.

A tailor made training has not been developed yet as LANDac started later than expected and has been postponed to 2011.

1.7 Coordination and communication

The executive committee of LANDac meets regularly (at least every 3 months) and meetings are prepared in advance and detailed minutes are prepared. No newsletters are prepared as internal communication via meetings, minutes and e-mail is sufficient.

The day-to-day work is coordinated by Thea Hilhorst from KIT and Femke van Noordeloos, one of the PhD students of LANDac.

A contact list of persons based in the Netherlands working on/ interested in land governance has been compiled and consist of about 115 names from academia, policy makers (mainly Ministry of foreign affairs and ministry of Economic Affairs, Agriculture and Innovation), NGOs, media. This mailing list is now used for organizing events. In 2011, this mailing list will be used also to announce other activities of LANDac.

An advisory boards has been set up and terms of reference are available. The persons invited are Jun Borrás (ISS), Paul Mathieu (FAO), Sonja Vermeulen (CGIAR Research Program on Climate Change,

Agriculture and Food Security (-CCAFS), Jaap Zevenbergen (ITC- Enschede) and the first meeting will take place on the 31st of January 2011.

Progress with general outcome objectives

LANDac just started and the first 9 months were mainly occupied with getting the various activities on track. First steps have been set towards meeting the more general objectives (see above). During the first year, much effort has been invested in laying the foundation for improving the quality of the policy (objective a), by promoting research and by developing networks and dialogue and building an exchange platform where the range of organizations in the Netherlands active on land governance can meet and discuss regularly. A strong working relationship with the Ministry of Foreign affairs is being developed which results in organizing a round table and organizing an inventory on land related activities funded by the Ministry. We hope that these exchanges will also contribute to more external focus and perspective of policy makers at the ministry of foreign affairs (objective c).

LANDac has also organised a series of activities for students (summerschool, seminars, internships, and PHD trajectories) which will contribute to the rejuvenating of the circle of researchers involved in development cooperation related issues (objective b).

Finally, LANDac members have also been approached by the media (newspapers, TV, radio) mainly to comment on large-scale land acquisition. Background material was provided and some interviews were also given by Annelies Zoomers (objective d).

Bottlenecks and lessons learnt

LANDac has not been faced yet with major bottlenecks during the implementation of its workplan.

Most activities have been implemented but it took sometimes more time than expected. LANDAC is a partnership of 7 organizations and most work is done using own resources, in addition to other work. It took also more time than expected to get short-term research proposals started (feedback on comments, financial arrangements) and partners have been ambitious and were not able to meet the deadlines.

The most important positive lessons was the preparedness of all consortium partners to invest in getting LANDac operational and the willingness of other actors working on land governance to collaborate. The growing interest in the media for land governance related issues (and in particular "land grabbing" are contributing factors. The challenge will be to maintain this momentum and keep on organizing cutting edge activities where academia, NGOs and policy makers meet, in addition to undertaking quality research.

No major adaptations are needed for 2011. The only change is that the use of the budget allocated to write workshops is more flexible and may include also other type of assistance to arrive at publishable products from LANDac initiated research programs and projects

Workplan 2011

Outputs (at least)	Results	Budget (max.)	Start by when
Research, case studies, capacity building, etc.			
1. 1 IS academy research seminar	Sharing of research results with academic community and policy makers	2500	Q4

2. 1 virtual community of practice operational	Knowledge management around priority theme IS academy	1500	Q1
3. Continuation 2 PhD research projects (Noorloos	Progress reports on research	48800	Q1=>
Goldfarb		53300	
4. Start 3 rd Phd end 2011 (Schoneveld)	Contracting	5000	Q4
5. Start 4 th Phd (sandwich- african based researcher	Research proposal approved	10625	Q1
6. Postdoc	Research proposals	8000	q4 1/3
7. Completion of at least 10 case studies	reports	0	Q1-(budget 2010)
8. Start up of at least 8 case studies	Case studies and researchers identified	125.000	Q1=>
9. 2 desk-studies/ literature searches completed	Knowledge management around priority themes	5000	Q2 =>
10. write workshop with research partners combined expertmeeting (based on outputs)	synthesis of case studies (travel costs & workshop costs; editing landac publications	15000	pm
11. 2 cases of satisfactory brokerage of requests for policy advise from partners	Improve quality of policy making; knowledge sharing	0	Q1=> (MT-coordinator)
12. (contribution to international initiatives) in logframe/ not promised year 1	Africa Land policy Initiative..	1000	open (Total 5000 for 5 years)
13. 1 summerschool	Training of students and professionals on land governance	2000	Q3
14. 1 tailor made training	Training of professional on land governance –costs for preparing training and publicity	3750	Q3
15. 2 internships with partner organisations	Training of students	0	Q2 ---Co-fin partners IS
16. 3 lecture/ presentations	Discussion on emerging themes hot topics for staff of partner organizations and other interested parties	3000	Q2, Q3, Q4
COORDINATION			
17. At least 3 partnership meetings	coordination	1000	Q1, Q2, Q3, Q4

18. Internal and external communication	Website, newsletters	3000	Q1, Q2, Q3, Q4
19. 2 advisory board meeting	Monitoring progress; reality check	4000	(coordinator)
20. Coordination (material, travel etc.)		6000	
21. Coordination (time)		32.200	
22. Unforeseen		9.500	

Total

340175

Annex 1 Log frame IS academy LAND AC

Objectives Academy: Land governance	Feeds general aims IS Academy	Feeds specific aims. land gov.	Expected results, indicators	Types of activities	Risks, assumptions
Knowledge generation on land governance based on a shared agenda	<ul style="list-style-type: none"> - Key contribution to 1a (improving policy by engaging with academics) - Key contribution to 1b (improving policy relevance of research) -2. (rejuvenating circle of experts) by engaging students in research projects 	<ul style="list-style-type: none"> 1. react effectively on a wide range of critical issues 2. feasible recommendations on major challenges for support to strengthening land tenure security 	<ul style="list-style-type: none"> - Research themes are the result of a participatory priority setting process involving consortium members and their southern partners - Synergy is achieved by making partner networks available for joined (research) activities of others - 1 policy brief and Mission statement published, - At least 2 new research proposals - 3 Dissertations completed - 5 peer reviewed Articles - 12 MSc thesis; - At least 5 Working papers, policy briefs or issues papers on hot topics - At least 10 literature searches/ desk research/ issues papers at the request of partners - 2 write studios - 1 final publication (edited volume) 	<ul style="list-style-type: none"> - Develop procedures that allow for active engagement and synergy of networks of southern-based partners in IS academy agenda setting, management and activities (0.2; 0.7) - Shared Identification of knowledge gaps , added value of IS academy (0.1) - Shared selection of priority issues thematic & geographic (0.3) - Development of conceptual framework and position paper (0.4) - Development of Phd research in line with conceptual framework (1.1) - Development of framework for case studies/ action research/surveys partly implemented by MSc students (1.2) - Responding to requests for literature search; issue papers and desk studies partly implemented by MSc students (1.3) - Organizing write studios for developing case studies (1.4) 	<p>Assumptions:</p> <ul style="list-style-type: none"> - Enough common ground amongst participants to agree on a sufficiently focused framework - Consortium composition and partner networks will ensure a framework for research that has added value for both research, policy and practitioners in the north and south - Non-consortium partners are interested in working with is academy <p>Risk:</p> <ul style="list-style-type: none"> - Framework remains too broad and fails to provide useful guidance - Research output takes too long or is hard to link to buza or consortium partners activities. - Research output not sufficiently applicable for southern partners
2. Education and training	<ul style="list-style-type: none"> -2. (rejuvenating circle of experts) 3 (more external perspective of civil servants). 		<ul style="list-style-type: none"> - 2 Summerschools - 4 Tailor made training - Capacity building of at least 50 policy makers and practitioners; - At least 250 Students at MSc level in Dutch universities are trained in the dynamics and difficulties of land governance - 10 Internships (in context of obj 1 research) - 1 joined Msc course - 15 guest lectures at academic institutes 	<ul style="list-style-type: none"> - Development of course material for Tailor made training for policy makers and practitioners(2.2.) - Development of Msc courses (2.3) - Guest lectures by consortium partners (2.4) - Development of course material for Summer schools (2.1) - Identification of Internships at the Ministry and partner organizations (1.2; 1.4) 	<p>Assumptions:</p> <ul style="list-style-type: none"> - Students are interested in the theme - Policymakers and practitioners request for training on land governance <p>Risks:</p> <ul style="list-style-type: none"> - education and training offered is not appropriate - internships are not available

<p>2. knowledge management and contribution to policy dialogue and international debates</p>	<p>1a (improving policy by engaging with academics) - 1b (improving policy relevance of research) 3 (more external perspective of civil servants). 4 (strengthen support for international assistance)</p>	<p>1, react effectively on a wide range of critical issues 2. feasible recommendations on major challenges for support to strengthening land tenure security 3. inputs in updating the EU Land Policy Guidelines 4.feeding and stimulating political and policy debates/dialogues</p>	<ul style="list-style-type: none"> - Website is functional and updated monthly - Functional communities of practice - satisfactory responses to requests for knowledge and policy advice - 5 annual research seminars - Dialogue and public debates 1Multimedia /exposition - contribution to at least 2 international initiatives 	<ul style="list-style-type: none"> - Insights generated by research (obj 1) are actively fed back to the participating organizations and networks (3) - Widely communication of progress and sharing of results of IS academy (3) - Developing and updating website (3.1) - Developing virtual community practice around priority themes of IS academy (3.2) - Responding adequately to request for KM support and policy advice from consortium members and their partners (3.3) - promote debate and dialogues by organizing meetings (3.4; 3.5), - Presentation of ongoing research (workshops 3.4) - Preparing newsletters (3.6) - Sharing results of ongoing research (3.6) - Explore possibilities for relevant engagement with international initiatives such as WB pilot around foreign direct investment in land acquisitions; updating of EU guidelines and other international initiatives (3.8; 3.9) - organise an exhibition (3.10) 	<p>Assumptions: -</p> <ul style="list-style-type: none"> - there is a need for and interest in exchange and learning on land governance - partners make active use of knowledge brokering offered by IS academy - knowledge generated will be sufficiently policy relevant - Research findings can be translated into communications that reach a wider audience than the scholarly community - non-consortium partners are interested in working with IS academy <p>Risks:</p> <ul style="list-style-type: none"> - response is not timely or not appropriate - added value joint KM not clear enough - lack of time to invest in learning or exchange - findings received only in expert circles
<p>Consolidation programme of work IS academy after 2015</p>	<p>1a (improving policy by engaging with academics) 1b (improving policy relevance of research) 2 (rejuvenating circle of experts)</p>	<p>1, react effectively on a wide range of critical issues 2. feasible recommendations on major challenges for support to strengthening land tenure security</p>	<ul style="list-style-type: none"> - Regular meetings of the executive committee - Minutes are available for all meetings - Management team is functional - 4 annual review and planning meetings - Reporting takes place time - 4 meetings of the advisory board - 1Mid term review - IS academy thematic approach and ways of working becomes part of the core programme of an existing organisation 	<ul style="list-style-type: none"> - Organise meetings executive committee and prepare minutes (4.1) - Monthly meetings of management team and timely reporting (4.2) - Organise annual review and planning meeting (4.3) - Set up and support advisory board (4.4) - Organise system for peer review (4.4) - Organise mid term review(4.5) - Ensure implementation of procedures to promote active participation southern networks/ partners (4.6) - Lobby and advocacy for consolidation 	<p>Assumptions</p> <ul style="list-style-type: none"> - Availability of consortium partners for meetings - IS academy agenda and approach fits with overall vision of an organisation <p>Risks</p> <ul style="list-style-type: none"> - Lack of interest - Lack of resources

Annex 2- Five year planning LANDac

Activities	Y1	Y2	Y3	Y4	Y5	Outputs
1 Start-up IS academy						
1.1 Workshop Consortium						Participatory priority setting with consortium members and southern partners
1.2 Consultation partners & networks						
1.3 Decision on thematic and geographic priorities						
1.4 Position paper						Mission statement, policy brief
1.5 Website development & launch						website
1.6 Informal and Official Launch IS academy						communication
1.7 Developing procedures for active engagement southern partners/ embassies in IS academy						Joined agenda setting, synergy, ensuring relevance of choices
2 Knowledge generation						
2.1 PhD positions (AIO and fellowships)						Dissertations (in form or articles) MSc thesis; capacity building; new research proposals
2.2 Short term flexible Action research, case studies, survey						Working papers, articles, policy briefs; policy guidance, capacity building
<i>Call consortium partners & network</i>						
<i>Open call</i>						
2.3 Literature search/ issues papers/ desk research on "hot topic" issues and at the request of consortium partners/ network						Policy briefs; issues papers; literature searches
2.4 Case study development via Writer studio						Publication, policy briefs, input in debate (source book) capacity building
3 Education and training						
3.1 Summer school Utrecht University and others						Capacity building; agenda setting, course material
3.2 Tailor made training/expert class BZ and others						Capacity building; course material
3.3 Joined MSc training						Capacity building; course material
3.4 Guest colleges consortium partners						
4 Knowledge management						
4.1 Website maintenance						Information, communication
4.2 Virtual knowledge networks around IS priority themes						Learning, exchange, capacity building
4.3 Respond to request for knowledge support						Issues papers; policy guidance partners & networks
4.4 Open Lunch meetings & (departmental) research seminars at BZ						Exchange, debate, agenda setting
4.5 Open lectures (visiting partners); public debates						
4.6 Newsletters						Information, communication
4.7 International seminar (annual event)						Policy briefs and articles; building network
4.8 WB pilot M&E foreign direct investment (to be determined)						input in international debate/ initiatives
4.9 Input EU guidelines and other international initiatives (demand-led) tbd						input in international debate/ initiatives

4.10	Multimedia project- exposition museum KIT						Exchange, debate
5 Consolidation; Internal coordination, monitoring and evaluation							
5.1	Meetings executive committee consortium						Coordination and synergy
5.2	Annual report						Tracking progress
5.3	Annual Evaluation/ planning session						Timely adjustment of workplan to new needs or constraints
5.4	Advisory board, Peer reviews						Quality & relevance check
5.5	Mid-term review						Quality check
5.6	Implement procedures for active engagement southern partners/ embassies in IS academy & implement						Active participation southern partners
5.7	Consolidation						Continuation IS academy work

