Ministry of Foreign Affairs

Activity: LAND-at-scale (LAS) Second Phase (25-0001790)

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Date	10-08-2026
SAP application number	

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Key data

Activity basics

Type	Standard
Short name	LAND-at-scale (LAS) Second Phase
Contract party	Rijksdienst v Ondernemend Nederland Dubbel, zie 30020020 (30020594)
ODA	Yes
Amount EUR	47500000
Start date	01-01-2026
End date	31-12-2035
Full name	Land Governance Support Programme (LAND-at-scale) - Second Phase
Summary	LAND-at-scale (LAS) aims to strengthen essential land governance components for men, women, and youth, with the potential to drive structural and inclusive change at scale. Good land governance is essential for achieving numerous development objectives, including the Sustainable Development Goals (SDGs), and can make a positive contribution to the Netherlands three main policy priorities for Development Aid: Security and Stability, Trade and Economy, and Migration. It ensures secure and equitable access to land, which is crucial for food security, agricultural productivity, and sustainable economic development. Effective land governance also strengthens the rule of law, contributes to trust between people and authorities (social contract), reduces conflicts and thus contributes to stability, and addresses climate vulnerabilities through participatory land-use planning. Secure land tenure, especially for indigenous peoples and women, can reduce deforestation and empower communities. Clarifying land (use) rights and improving land governance legislation and regulations create an enabling environment that is important for a conducive business climate. LAS focusses on the upscaling of successful pilot projects, or innovative interventions with upscaling potential, and invests in increased knowledge and learning. Dutch embassies in the focus countries and combi-countries of the Dutch Foreign Trade and Development Aid policy (roughly Sahel, Horn of Africa and MENA) are invited to submit leads for land governance interventions. The Netherlands Enterprise Agency (RVO) acts as funds and programme manager.

Activity details

Date of receipt of proposal	02-12-2025
Proposal’s reference number	MINBUZA-2025.2712401
Budget holder	IGG (8141IGG)
Limit access	No
Related activity	LAND@scale (10-0000565/4000003662)

Accounting data

SAP application number	
Main funds center	Growth in agriculture sector (1702U0104)

Policy data

Cooperation modality	Other program-based aid
Technical assistance	50% or more of the activity budget
CRS code	43040 Rural development
Policy Keywords	
Refugees & host communities	No
Team Europe Initiative	No
Policy Markers	
__Trade & The Economy	Significant
_Security & Stability	Principal
Biodiversity	Not targeted
Climate change: adaptation	Significant
Climate change: mitigation	Not targeted
Desertification	Not targeted
Equality between men & women	Significant
Migration	Significant
Building institutions & capacity	Significant
Food security	Principal
Public sector reform	Principal
Explain your choices	Principal Security & Stability: LAS supports interventions that contribute to conflict resolution and reduce the root causes of conflict. Food Security: LAS interventions promote good land governance as an important enabler for increased food security. Public Sector Reform: LAS interventions ensure the proper functioning of land-related public organisations. Significant Trade & Economy: LAS interventions contribute to a conducive business environment. Equality Men & Women: LAS contributes to gender equality, by addressing laws, access to justice & imbalances in land ownership. Migration: LAS interventions promote good land governance that helps to secure livelihoods and create future prospects and reduce the risk of displacement and migration. Climate Adaptation: LAS interventions address climate vulnerabilities through strategic analysis and participatory land-use planning. Building Institutions & Capacity: LAS interventions build capacity in a range of land-related organisations.

Beneficiary location

Beneficiary location	Worldwide
Division of budget	
Total	100 %

Policy Appraisal

Policy relevance

- **What policy objectives, as set out in the annual plan, policy notes etc., will this activity contribute to?**

The recent Dutch policy letter on Development Aid (2025) to Parliament underlines the importance of land (use) rights as an important prerequisite for food security. At the same time, the new phase of LAND-at-scale (LAS) contributes to the Dutch development policy's (2025) three main priority interests: Stability and Security, Trade and Economy, and Migration.
Unequal access to land, land tenure insecurity and limited access to justice are part of the root causes of conflicts and instability. Continued fragility of partner countries can affect mutual security interests, like State collapse, including lack of governance to an affective negotiation partner for other NL interests and risks for geopolitical competition, more space for emerging extremist and violent groups, re-occurring conflict and human suffering. Therefore Land issues are identified as a relevant programme area for both Dutch interests and our focus countries interest. Land issues are intrinsically conflict-sensitive as land is an important economic asset and source of income, and land is closely linked to history, culture, religion, power and resource division and people's identity. Land issues and conflicts can take many forms, including disputes between neighbours or family members, quarrels within or between communities, but also larger-scale conflicts between regions or countries. Strengthening land governance and improving conflict mediation and resolution around land (use) rights will help prevent new conflicts or resolve existing conflicts. This will not only have a positive effect on local, national and regional stability, but also on access to justice, food security and private sector development (PSD). Specific security interests to be addressed through LAS programming will be identified in the leads by embassies, in line with the Africa Strategy. The Netherlands will do this in close consultation with relevant authorities. Depending on context this can be with both local and national counterparts, taking into account sensitivities on authoritarian regimes.
In terms of trade and economic growth, clarifying land (use) rights and improving land governance legislation and regulations create an enabling environment that is important for a conducive business climate. A legally secure foundation for land ownership supports investments, infrastructure, and renewable energy projects, fostering inclusive economic opportunities benefitting instead of harming local communities.
When addressing migration, securing land rights provides individuals with a livelihood and future prospects, reducing the risks of displacement. Strengthening land rights and land-related conflict resolution mechanisms helps prevent conflicts between migrants and host communities, creating stability for both. Furthermore, ensuring fair and legally secure access to land can break the cycle of displacement, providing an important foundation for the return and reintegration of internally displaced persons (IDPs) and refugees. In this context, restoring housing, land, and property rights (HLP) is important to reconciliation, peacebuilding, and post-conflict reconstruction.

Rationale

- **What issue/problem will be addressed by the activity**

Despite the fact that there is a global consensus that good land governance is a clear means to contribute to sustainable livelihoods, food security, human rights, social justice and sustainable use of natural resources and ecosystem services (see e.g. the VGGT and SDGs), many countries still face problems varying from a regulatory and institutional framework that hampers the recognition of ownership and user rights, limited capacity and inefficient implementation practices resulting in limited access to land tenure services and tenure security, lack of stakeholder engagement, unfair evictions and discrimination of marginalised groups. There are gaps between the VGGT principles, the UN Guiding Principles on Business and Human Rights and the reality on the ground. These gaps need to be addressed in an integral manner via a multi-stakeholder, multi-level and multi-sectoral approach that recognizes and respects the concerns and rights of vulnerable people.

- **Why does the activity help to address the issue/problem?**
  For ODA activities over EUR 250.000, please explain the Theory of Change

In order to reach structural change towards good land governance, LAS will provide support to (1) upscaling successful pilots or innovative interventions with upscaling potential; (2) increased knowledge and learning; and (3) coordination and collaboration. This can be achieved by different interventions, including:

- Strengthening (capacity for) legislation and/or implementation of inclusive, transparent and affordable procedures for financially and institutionally sustainable land registration, land administration and information systems (including on transfers), land use planning, taxation, valuation etc.
- Capacity development in a wide range of land related organisations like legislative bodies (law drafting in support of fair, inclusive and sustainable land governance) and formal and informal judicial bodies (dispute arbitration), administration (transactions, recording, service delivery, transparency), governmental and professional implementation bodies in the broadest sense (including for instance district land bureaus, ministries of land, cadasters, land valuators, notaries etc.), civil society organisations, farmers' organisations, chambers of commerce, women's rights organisations,

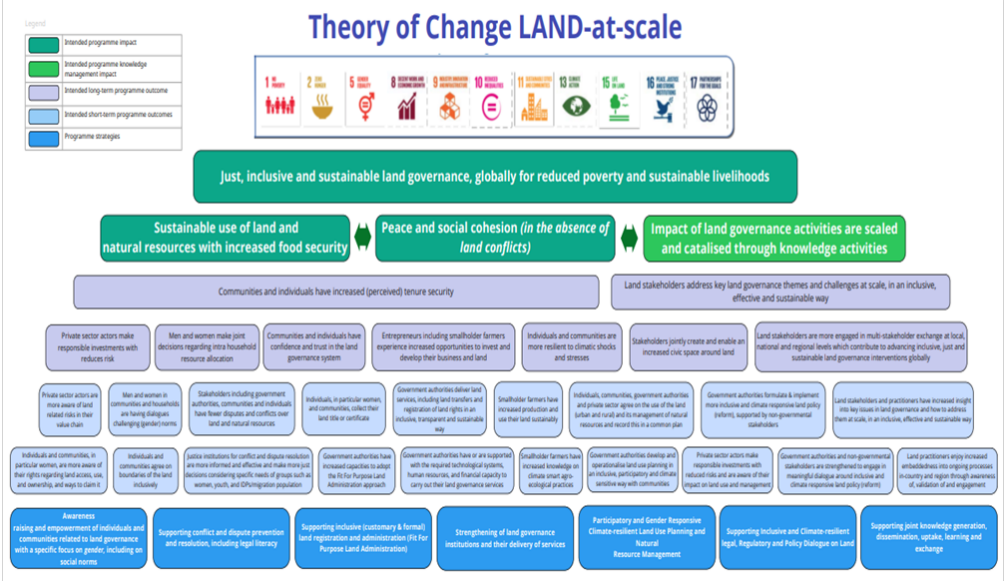
grassroots organisations, indigenous peoples (advice, legal support, FPIC, transparency, rights holders participation in decision making processes).

- Supporting just, inclusive and sustainable land governance initiatives that have a broadly supported developmental impact at various levels (households, communities, regions, nations) through early engagement in decision processes, joint learning, experimenting, practicing and expert advisory support. Specific attention will be paid to locally led initiatives.
- Awareness raising, support to advocacy, policy dialogue, and specific assessments and research on the position of vulnerable groups, women, squatters etc. in land governance and how to effectively strengthen their rights to land.
- (International) network support and events in which policy makers, institutional stakeholders, practitioners, academia, civil society organisations, advocates etc. can learn and get inspired by latest developments, pilots and innovations.

The ToC aims to exemplifying possible strategies, immediate outcomes, long-term outcomes and impact areas that are addressing various types of land governance bottlenecks and in various ways contribute to one or more SDGs. The program's Theory of Change (ToC) visualises the different pathways to achieve this main objective, each of these pathways the program aims to contribute to:

1. Awareness raising related to land governance;
2. Conflict and dispute prevention and resolution;
3. Inclusive land registration and administration;
4. Strengthening land governance institutions and their delivery of services;
5. Participatory land use planning and natural resource management;
6. Supporting legal, regulatory and policy dialogue;
7. Knowledge generation, dissemination, uptake, learning and exchange.

Several interventions may be developed and implemented alongside each other ('bundle of land governance interventions') or interventions may be added over time. This contributes to the adaptive programming approach of LAS.



The ToC is broad to capture the overall programme. Each (to-be-selected and -developed) intervention will have its own ToC. The LAS M&E plan (to be updated early 2026) details how output, outcomes and impact are measured.

Contextual analysis

- **Who is/are the target group(s) and why?**

Land governance interventions: women, men and youth (local communities) in selected lower- and middle-income countries. The specific target audience may differ per country yet will always align with the Dutch interest(s) and thematic focus assigned to the country. Focus may lie e.g. on small-scale farmers in those countries with central or decentral Food and Nutrition Security (FNS) programming or marginalized groups such as IDPs. See above for an overview of possible interventions; communities may be reached through targeted activities that focus local / regional / national government bodies, CSOs, NGOs or other relevant actors.

- **Who are the other main stakeholders?**

Knowledge management and learning: communities, project partners, land governance donors, the international development community - to ensure that lessons learned in LAS interventions can be shared and taken up by other stakeholders.
Land governance advisory services RVO: embassies with land governance programming or embassies that come across land governance challenges in their (FNS, RoL or PSD) programming.
LANDdesk: Dutch private sector organisations and other organisations that are active abroad and have questions on the correct application of international standards on good land governance and related standards (such as the VGGT, OECD Guidelines for Multinational Enterprises on RBC, EUDR, EU CSDDD, EU CSRD and others).

- **To what extent have stakeholders been involved in formulating the proposal?**

The findings of the midterm evaluation have been included in the development of the new phase of the programme, for which a wide range of stakeholders have been involved. Country-specific interventions will be designed, for which RVO will closely work together embassies, important national/regional and local stakeholders and other land governance donors.
Specifically, after the identification phase (when RVO has selected the most promising leads provided by the embassies) and thus during the formulation phase, RVO will present the embassies' ideas to three external experts selected based on their thematic and/or geographical focus. These experts will be selected for each idea and will advise on its quality, as well as on any further development of the idea during the formulation phase. The experts will be specifically asked to reflect on the potential for structural change in the land sector in the country in question. This is to ensure external validation of the foreseen intervention.

- **Is the intervention aimed at a specific geographical location, and if so, why?**

LAS geographically focusses on the three priority regions of the BHO-policy: West Africa, Horn of Africa and the Middle East & North Africa (MENA), plus the combi-countries. NL embassies in the eligible countries (see below) are invited to submit intervention leads through the government messaging system ('Berichtenverkeer') to RVO for consideration for LAS financing. Intervention leads are ideas identified by the embassy to address a particular land governance-related bottleneck within a particular country/region/ landscape, which builds on an already proven or an innovative approach to address the bottleneck at hand. Leads from LAS countries of the first phase that meet the threshold and selection criteria, will be prioritized. To ensure embassies provide suitable leads in line with the VGGTs and the examples above, RVO will organize an information session for embassy colleagues for inspiration and to provide examples of successful approaches/interventions.
Good land governance is an important pre-requisite for food and nutrition security, security and rule of law and private sector development. As such, countries with an FNS marker and the combi-countries have been included in the eligible country list. Not all countries that have Security & Stability as an interest in the three focus regions (West Africa, Horn, and MENA) have been included in the eligible country list. This is because from DSH-perspective, there is less priority for LAS programming from the stability lens at this point of time, or there is less capacity to focus on stability and security at embassy level.
LAS aims to prevent the fragmentation of resources. Therefore, not all leads that will be submitted to RVO in due time, may be selected for development and financing. RVO will ensure a well-balanced project portfolio, with land governance interventions that directly contribute to strengthening FNS-programming (around 60% of available policy funds), Security & Rule of Law-programming (minimum 25% of available policy funds), or the combitracks (around 15% of the available policy funds).
Eligible embassies with a delegated budget for FNS of more than EUR 10 million a year may submit an intervention lead to be further developed by RVO, in close collaboration with the embassy. Those embassies are requested to take on project contracting with delegated FNS-funds, monitoring and evaluation after intervention development, with RVO backstopping if requested. In other cases, projects are contracted, managed and monitored by RVO, in close collaboration with the embassies.
For embassies that do not fall directly under the LAS program but do have land governance programmes, or land governance-related questions, there are several ways to connect with LAS through knowledge management (KM). Embassies and their project partners can participate in regular KM activities, such as the online Knowledge Cafés organized quarterly on a specific theme or region, the public webinars held 2-3 times a year, and the annual LAS Exchange hosted annually by one of the LAS partners. They can also participate in activities with a thematic or regional focus. These can include studies, workshops, or cross-country exchanges.
For LAS countries that were part of the first phase, yet that are no longer a policy priority and are not included in the eligible country list (that is Burundi and Rwanda), a modest additional one-year investments in the ongoing LAS projects where necessary and/or of additional value will be considered to ensure sustainability and a responsible exit of the projects. **Please note** that if the status of Burundi within the BHO/MFA-policy may change and Burundi becomes a (FNS) focus country again, it may be considered to add the country to eligible country list again.
Aside of the interventions in the 'combi-countries', possible one-year investments in the exit countries of the first phase of the programme (Burundi and Rwanda) and the development of interventions for embassies with a delegated FNS budget of more than EUR 10 mln a year, LAS will be active in **no more than ten countries.**

Region/country	Trade & Economy	Stability & Security	Migration	Food & nutrition security	Security & Rule of Law
West Africa					
Countries in conflict					
1 Mali*					
2 Burkina Faso*					
3 Niger					
4 Chad*					
Stable countries					
5 Benin **					
Horn of Africa					

Countries in conflict						
6	Sudan					
7	Somalia*					
Stable countries						
8	Ethiopia **					
9	Uganda*/**					
MENA						
Countries in conflict						
10	Yemen					
11	PT*					
12	Syria					
Stable countries						
13	Lebanon					
14	Jordan					
15	Tunisia					
16	Iraq*					
Other						
17	Mozambique*/**					

Combi countries						
		Trade & Economy	**Stability & Security**	**Migration**	**Food & nutrition security**	**Security & Rule of Law**
18	Nigeria					
19	Ghana					
20	Senegal					
21	Ivory Coast					
22	Kenia					
23	Egypt*					
24	Morocco					
25	South Africa					
26	Bangladesh					
27	Indonesia					
28	Vietnam					

29	India					
30	Colombia*					

Explanation:

** Programming in LAS Phase I*

*** Countries with extensive FNS delegated budgets – LAS to provide technical backstopping and knowledge management support on demand. Land governance interventions to be financed from delegated budgets.*

***Dark yellow**: Very important strategic interest for the Netherlands*

***Light yellow:** Important strategic interest for the Netherlands*

***Dark green**: Very important supporting theme for the Netherlands*

***Light green:** Important supporting theme for the Netherlands*

***Purple**: Priority countries for LAS from security and rule of law perspective (this is a more targeted list than countries with a security and stability interest)*

NB. Ukraine as 'combi' country may be considered when available alternative funding is not (no longer) available.

Added value

- **What is the added value of the Dutch government being involved in relation to other donors, the EU, NGOs and local authorities?**

The Netherlands is a long-time actor in the land governance landscape and has specific expertise to offer in this domain that is of added value. Before the launch of LAS in 2019, the Netherlands supported international efforts to promote good land governance through bilateral Embassy support, global networks, and platforms that aid in-country partners. It has also played a role in developing internationally recognized standards, such as the fit-for-purpose land administration approach and has actively contributed to new global guidelines and standards (see Box 1). LAS builds on these foundations and complements and enhances various other related initiatives supported by the Netherlands.

The added value of LAS is its focus on scaling of successful initiatives or innovative approaches by making use of the in-country knowledge, experience and networks of the NL embassies. It is not re-inventing the wheel but seeks to align with initiatives that are already showing promise and that, with support from LAS, can drive structural change and scaling. Alignment with local authorities is essential in this. Regarding LAS' relation other donors, the EU and the World Bank, please see Cooperation, Harmonisation and Alignment below.

Box 1: Past Dutch contributions to land governance 2002 - 2019.

The NL MFA started in 2002 to explore how best to support strengthening land tenure security in developing countries. A trigger for this was the implementation of the 2001 policy note 'In business against poverty', when a large number of embassies had indicated that lack of land (use) rights and failing land tenure systems were one of the major bottlenecks in supporting pro-poor growth. Efforts started by teaming up with Dutch Kadaster in participating in the EU Task Force on Land, and a regional World Bank consultative meeting for Africa. In this way NL MFA contributed to the publication of both the 'EU Guidelines to support land policy design and reform processes in developing countries' (endorsed by the European Parliament in 2004 under the Dutch Presidency of the EU) and the 2003 World Bank publication 'Land policies for growth and poverty reduction'. Both reports were landmarks in changing the thinking on the role of land governance for sustainable development.

Whereas Dutch embassies (e.g. Mozambique, Burundi, Rwanda, Bangladesh, Benin, and Uganda) have been contributing to programs that directly strengthen land tenure security of people, NL MFA in The Hague has provided support to international and national networks and partnerships that aim to improve the implementation capacity of their member and partner organisations:

- In 2004, NL MoFA started to support the International Land Coalition (ILC) in facilitating more inclusive local policy processes addressing land tenure issues in selected countries. From 2007 onwards, NL MFA has supported the multi-annual ILC strategies as one of ILC's key strategic partners.
- In 2010, the Netherlands Academy for inclusive and sustainable land governance (LANDac) was established. LANDac has greatly contributed to increasing the importance of land governance in Dutch policy development and facilitated more coherence amongst Dutch stakeholders in implementing policies.
- In 2013, the Dutch minister on Foreign Trade and Development Cooperation sent several policy notes to Dutch Parliament on Dutch governmental efforts against land grabbing. This resulted, among others, in NL MFA becoming the largest donor of the Global Land Tool Network (GLTN). Next to this, it was decided together with Dutch NGOs, banks and pension funds to organize an annual NL High Level Multi-stakeholder Land Governance Dialogues (LANDdialogue).

From 2014 onwards, many activities by numerous stakeholders have been implemented in order to work towards the application of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests

(VGGT) principles. The fact that land governance issues are prioritized in the action plans of a number of Responsible Business Agreements between NL government, business sector organisations, corporates, trade unions and NGOs is an example, as is the LAND partnership between NL MFA and Dutch Kadaster on igniting the 'fit-for-purpose' methodology in coming up with far faster, cheaper and feasible land registration practices, a number of Strategic Partnerships geared to improve the capacity of local NGOs in influencing and improving local land governance policies and a Women's Land Rights in Africa programme with local grassroots organisations.
The 2018 Dutch government policy note 'Investing in Global Prospects' made it clear that solving land issues, are essential to achieve most of the Sustainable Development Goals of the United Nations (SDGs). Therefore, a sustained and comprehensive effort into inclusive land governance and sustainable land use is a key priority to achieve a better and more sustainable future for all. In this, both formal and informal land rights are acknowledged, as is the dependence of vulnerable groups on access and control over land and its resources. In this context, LAS was developed in 2019. LAS continues to build on a track record of the Dutch government and many other stakeholders in strengthening just, inclusive and sustainable land governance.

- **Are the recipients making an own contribution or co-participating in the activity, and if so, to what extent?**

No.

Lessons learned

- **What lessons learned (from previous or comparable activities, published evaluations, relevant publications) will be addressed by the activity?**

The mid-term review (MTR) of the programme has been carried out in Q2 and Q3 of 2023 and was the first programme-broad review since the launch in 2019 (see MINBUZA-2023.1633040). The MTR had three mains objectives: 1) to provide insight into the extent to which the LAS approach and activities in the period 2019-2023 contribute to the programme overall objective; in order 2) to draw lessons and formulate concrete recommendations that identify potential improvements to the effectiveness of the programme and activities; and 3) to assess whether there is sufficient proof-of-concept (in terms of effectiveness, efficiency, coherence, relevance, sustainability and expected impact) in order to substantially expand the LAS programme.
The review has been carried out by a team of independent consultants from Mokoro Ltd., who have assessed key documents and conducted interviews with the LAS core team and funders, implementing partners, and wider key stakeholders directly or indirectly involved in LAS. LAS has a programmatic set-up and aims to adapt and strengthen its approach based on lessons learned and insights gained. The findings of this MTR provided important input for this: the set of key findings and recommendations have been shared with and discussed among RVO, MFA, other donors and the LAS Committee. Implementing partners have further been involved in discussions around recommendations specifically at implementation and country-level.
The MTR concluded that according to the OECD/ DAC criteria, the review findings demonstrate relevance and coherence of the programme, and has found 'proof of concept' to support calls for future funding, to consolidate the existing portfolio and to expand activities. The review highlights the following elements as key to LAS achievements thus far:

- Its demand-driven approach in which the RVO/embassies/implementing partner triangle is recognized as a key to success.
- Adaptive programming allows to respond to changing operational circumstances and unforeseen challenges such as political change or disaster-related events.
- The 'multi-stakeholder, multi-level, and multi-sectoral approach' is recognized for its innovativeness: combining titling and rights registration projects with activities that address the rules and normative behaviour aspects of land governance.

The MTR also indicated a number of recommendations for improvement, which have been included in the development of the second phase of the programme. The most relevant ones include:

Recommendation	Follow-up
Timing and strategic consolidation of LAS projects: adopt more flexible approach to project duration and provide explicit opportunities for strategic consolidation	LAS will adopt more flexible timelines in the next phase of the programme through a variety of measures, including removing the 3-year time limit, providing explicit attention to partnership building, and building on existing scaling readiness approaches.
Ensure that project selection adopts 'tight targeting' as its guiding principle	LAS has given shape to a 'tight targeting' approach in project selection through the strategic consolidation in selected countries in the first phase of LAS. Identification in the new phase of the programme will consist of lead identification by embassies, with the RVO LAS team focusing on conditions for structural change and scoping for potentially transformative activities that can

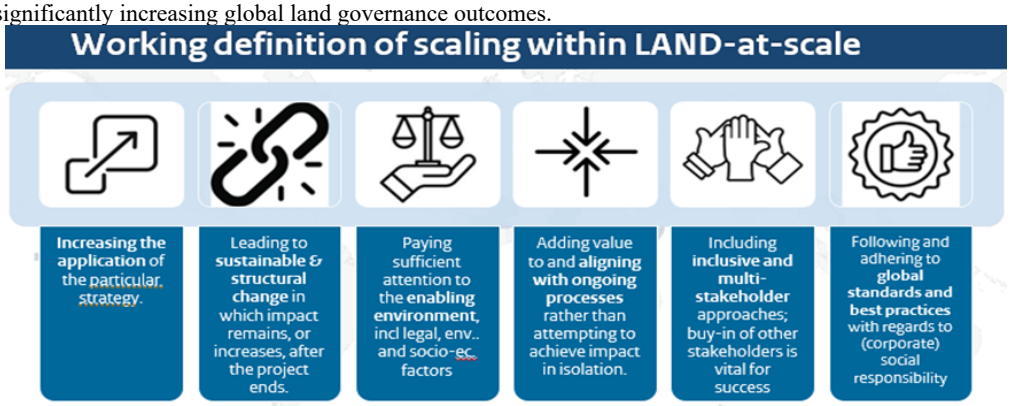
	make a difference in the long run in the development phase of the selected leads.
Align with activities with transformational potential that are already underway: providing critical material and capacity boosts that allow them to expand and consolidate their achievements	Central to LAS is building on proven land governance approaches. LAS will further develop its scaling approach by carving out its role in preparing proven land governance approaches for further scaling through a variety of aspects, including the scaling of successful pilots to other contexts, institutionalization of proven approaches, and strengthening projects through applying a multi-stakeholder lens.
Continue to be bold: providing support where other donors are not (yet) working, supporting potential game changers in land governance terms	LAS aims to continue 'being bold' particularly in the project identification phase, as well through the selection of interventions that have game changing potential. These are elements that will receive attention in the identification of new interventions.
LAS Committee: Revisit the contract between RVO and its expert members, to ensure continuity of this key element in the overall success of LAS and clarify their role as the programme matures and expands	RVO LAS team welcomes the recommendation to revisit the LAS Committee and agrees with the observation that the committee has played a key role in the overall success of the programme. As the reviewers note, the programme matures and expands, and this required revisiting the role of the LAS committee. As the process for project identification, formulation and development has been altered, the need for a LAS committee is no longer present. Instead, where necessary and to take better advantage of external expertise, RVO may commission particular assignments (e.g. studies) as input in the project formulation phase.
Continue with the current approach of supporting complementary bundles of land governance activities: in line with the ToC 'multiple pathway' approach	The idea of 'multiple pathway' approach to land governance, with support to complementary bundles of land governance activities within countries has been a central focus of LAS from the start. The reviewers recommend to continue this approach in the next phase, and RVO will give explicit attention to partnership building between partners involved in different aspects of land governance (technical, legal, social, advocacy etc.) to better align their work in country. An important role for Knowledge Management to gain more insights into the 'multiple pathway' approach is foreseen as well.
Cross-cutting issues of gender, climate and work around corporate social responsibility and the private sector can be strengthened and made more transformative	The RVO LAS team has started a revision of the existing internal gender and climate frameworks for LAS, to be informed also by project-level gender and climate reviews. The main aim would be to more clearly focus on transformational change when it comes to gender and climate aspects related to land governance. Regarding CSR, the new phase of LAS will give explicit attention to the role of the (Dutch) private sector in embracing good land governance principles and practices through the LANDdesk.
Knowledge management and M&E: more attention to matching project partner needs with KM partner expertise, improve 'learning loops', more feeding of national and global debates, and improve support to cross-cutting issues. More sharing opportunities and exchanges.	Knowledge Management is the 'glue of the programme' and is central to achieving structural change and scalability. KM needs at project level can be better matched with available expertise. During the first phase, small country-level funds for KM questions/needs of implementing partners have been initiated, as foreseen in the original KM plan.

	Learning loops will be improved so that they can better support adaptive programming. The RVO LAS team will make the approach towards learning loops more systematic, and in the next phase will apply outcome harvesting methodologies. More sharing and learning opportunities, including feeding into national and global debates have been taken up in close collaboration with the Land Portal, ILC and LANDac and will continue to deserve attention. The continuation of the annual LAS exchange with all project implementers is an important anchor in learning and exchange opportunities and will continue to take place. While standard programme indicators remain important to capture project level outputs and outcomes, RVO LAS team will continue to motivate partners to use project specific indicators in addition to programme indicators, to capture impacts on the ground and support adaptive programming.

Durability

- **How will the results of the activity be sustained after its end date? What is the exit-strategy?**

Rather than focusing on exit-strategies, the focus of LAS lies on scaling - in which durability is a central element. Scaling is central to LAS, aiming to unlock bottlenecks that hinder the wider adoption of successful land governance initiatives. LAS recognizes that numerous proven pilot projects and approaches already exist across various countries, and scaling these up is essential to significantly increasing global land governance outcomes.



Each project that will be developed, contracted and monitored by RVO has its own scaling-strategy, which depends on the type of activities financed, the actors involved and the context in which the project operates.

Gender

- **Does the proposal include a gender analysis? If yes, what are the main outcomes? If no, why not?**
- **Does the proposal justify the target group's gender-specific interests and needs (and why)? Please explain.**
- **Have women and young people been included in the stakeholder analysis? Please explain.**

LAS explicit recognises the importance of access to, and control over, land by women. As such, LAS will explicitly contribute to the objective of women empowerment. A gender transformative lens will be applied in the new phase of the programme. During intervention identification special attention will be given to the underlying barriers sustaining gender inequality in a specific context (within the land governance domain). During the monitoring and evaluation phase, as well as within the knowledge and learning trajectories, attention will be paid to qualitative capturing the progress made on women empowerment. Also specific attention will be given how LAS impacts power imbalances and decision making, monitoring specifically for risks of gender backlash and how to mitigate this (do no harm principles). Importance of gender equality is identified during the MTR. Stakeholder analysis will take place at country level after leads have been selected.

Climate change

- **Does the proposal include an analysis of the possible effects of climate change on the activity or its results?**
- **Does the proposal include any interventions to combat these effects (adaptation/mitigation)?**

While climate change is a fast reality for the world at large, concrete approaches to address the negative effects of climate change through effective land governance have not yet fully realized their potential. LAS has the potential to play a role in addressing

climate challenges. At a minimum, LAS projects will carefully analyse the impact of its interventions on (future) land use. Additionally, LAS will ensure that its projects are closely aligned to (central or decentral) food security programming, with a focus on enhancing small scale food producer's climate adaptation practices. Another way of strengthening this intersection will be through increased knowledge and learning on how tenure security and climate resilience interact within the projects.

Conflict sensitivity

Conflict sensitivity is of great concern when speaking of systemic change in relation to land governance, and notably as land governance might affect distribution of power and is particular a risk in conflict prone regions. With geographic focus on West Africa (incl. Sahel), Horn of Africa and the MENA, LAS is working in many post-conflict or conflict situations as well as countries with autocratic regimes with unequal division of power. LAS gives due attention to this issue in all phases of the programme, during identification and formulation of projects (e.g. conflict sensitivity studies analysing the consequences for power division, exclusion and stability), in the implementation phase (e.g. need for adaptive programming in the case of crisis; project components directed at strengthening conflict and dispute prevention and resolution), and while monitoring in such setting (e.g. close collaboration with embassies). Conflict and dispute resolution is also the topic of one of the KM thematic research tracks.

Cooperation, harmonisation and alignment

- **Does the activity involve cooperation with Dutch organisations, the EU or other donors (including delegated cooperation), local organisations or other parties?**
- **How does the activity contribute to harmonisation and/or multi-donor financing?**
- **What is the degree of (policy and financial) alignment?**

A core aspect of the programme revolves around coordination and collaboration with others. LAS works closely together with Dutch organisations, such as Kadaster International, the Netherlands LAND Academy (LANDac), Oxfam Novib, ZOA, VNGi and others. Partnering and working together is important for effective and efficient implementation of project activities, while also fundamental in the scaling up of good land governance. Coordination and collaboration continue to take place both at country-level as well as at the programme level.

In the first phase, for example, coordination has been initiated and strengthened in almost all of the countries in which LAS is active. Particular results have been generated in Mozambique where alignment with SDC and USAID has resulted in joint advocacy towards the Mozambican cadastre agency; in Burkina Faso, Chad and the Palestinian Territories, where donor-coordination platforms have been initiated/revived; in Iraq and Somalia where joint funding has been realised with SDC, Norad and EU, and in Burundi where LAS funding has played an important role in generating follow-up funding by SDC and USAID.

At programme-level, under the US and Netherlands Chairpersonship of the Global Donor Working Group on Land (GDWGL), the land donor community has been working on the establishment of an updated Land Governance Programme Map that is now interoperable with the International Aid Transparency Initiative (IATI) for regular automated updates. As a Chair of the group, the Netherlands (NL MFA and RVO) has initiated networking between land governance stakeholders and the Rio Conventions on climate (UNFCCC), biodiversity (UNCBD), and desertification (UNCCD) which has led to ongoing communication between these groups and the land community. Together with FAO, progress updates of the land-related SDG-indicators have been organized to ensure they remain as official indicators in the stocktaking year.

Through the GDWGL, LAS has been able to share the approach taken, the countries engaged, and the initial results as presented in the MTR. Overall, such sharing of information and discussion around it has strengthened LAS (e.g. to be better able to find synergy with others), has improved country-level activities (e.g. through joint funding, linking of embassies etc.), and strengthened the Netherlands position as an international partner with expertise in land governance. RVO has also taken up the role of strategic partner of ILC and GLTN and is part of the reference group of the Global Land Agenda (GLA, now GAL). As with the GDWGL, these networks have ensured continuation of Dutch engagements with these networks, strengthened the LAS programme and in-country activities.

As in the previous phase of LAS, cooperation and co-funding will be actively sought with other (multilateral) donors at programme or country level. Specific opportunities for cooperation on KM with land governance initiatives of FCDO and GIZ are currently explored. At the time of writing, there is interest from BMZ/GIZ, EU INTPA and RVO to form a Team Europe Initiative around the three new programmes that are currently being developed. Other EU-countries with (new) land governance programming are welcome to join. The exact shape and form are still to be decided, but conversations have been taking place in Q4 2025 and will be continued in 2026. Thus far it has been decided that such a Team Europe initiative does not concern pooled funds but rather ensures that the three programmes will work towards the same objective and regularly exchange progress and ensure (country-level) alignment. The idea is to formally submit the aligned objective/programmes to the EU to formally receive a Team Europe label.

Collaboration between RVO - MFA (HQ and embassies)

LAS is a collaboration between the Netherlands Ministry of Foreign Affairs (NL MFA) and the Netherlands Enterprise Agency (RVO). The programme will be placed under the framework covenant between the two partners. The funds for the programme will be provided by NL MFA, whereas RVO will act as programme and fund manager.

RVO will manage LAS. Responsibilities include:

- Maintain proper fund and financial management according to Dutch government standards;
- Ensure a well-balanced project portfolio, with land governance interventions that directly contribute to strengthening FNS-programming (around 60% of available policy funds), Security & Rule of Law-programming (minimum 25% of available policy funds), or the combitracks (around 15% of the available policy funds);
- Develop template / guidance form for lead submission and organise an information session for NL embassies prior to lead submission;
- Select intervention leads based on a set of threshold and selection criteria;
- Develop a timeline for the formulation of selected interventions;
- Operationalise (formulate) intervention leads in collaboration with embassies;
- Present and discuss the formulated idea(s) with (three) external experts, based on their thematic and/or geographical focus, to ensure external validation of the foreseen intervention;
- (Optional) Commission assignments (e.g. studies) for input during the project formulation phase;
- Present formulation plans to NL MFA HQ for input on Dutch interests, alignment with FNS/Security and RoL programming, or the combitracks, and alignment with DGIS result areas;
- Develop a call for proposal for formulated interventions for each country and select the most promising proposal;
- Act as contracting partner for implementing partners;
- Monitor the country-specific projects;
- Organise and commission an external mid-term and final evaluation;
- Share knowledge and enlarge impact of land governance activities that are of relevance to LAS;
- Provide backstopping (upon request) to project interventions that are managed by embassies themselves;
- Act as contracting partner for other programme donors (if applicable).

NL MoFA departments and embassies have the following responsibilities:

- Provide timely and adequate funding for the programme (HQ departments);
- Provide input to and approve the template / guidance form for lead submission (HQ departments);
- Solicit intervention leads of eligible embassies through the government messaging system ('Berichtenverkeer') (HQ departments);
- Provide leads, advise during the identification and formulation of interventions and ensure alignment with regional HQ departments cf. integrated country steering (embassies);
- Provide input on formulated projects, specifically on alignment with NL interests, central FNS/Security and RoL programming, the combitracks and/or results areas (HQ departments);
- For embassies with more than EUR 10 mln FNS budget a year: contracting (with delegated funds), monitoring and evaluating of formulated interventions that align with FNS-programming (embassies)*;
- Support LAS (RVO as programme and fund manager) were needed with the in-country implementation, for example by supporting in donor coordination and acting as a linking pin with host governments (embassies).

*At the moment of writing, this concerns Benin, Ethiopia, Mozambique and Uganda

Digitalisation

- **Have proposed digital technologies been developed or chosen in collaboration with end-users?**
- **Does the proposal include an analysis of the local digital ecosystem?**
- **Is data security guaranteed?**
- **Are digital solutions locally sustainable/relevant?**
- **Is duplication avoided?**

Given the fact that countries/regions/landscapes and interventions are not *a priori* identified, no analysis of the local digital ecosystems is included in the proposal. Digital technologies may be part of the LAS project portfolio, and in that case, will be developed and chosen in collaboration with the end-users and it will be ensured that they are locally sustainable and relevant and that duplication of efforts is avoided.

RVO adheres to Dutch and European laws applicable, among which the GDPR (General Data Protection Regulation) to guarantee data security.

Additional remarks (if applicable)

For details on the activities during the different phases of the programme, as well as the threshold and selection criteria, please refer to the final RVO offer for LAS (MINBUZA-2025.2712401).

Results

Water

IWRM, water efficiency in agriculture and water governance

Indicators
2.C. Number of hectares reached with water governance interventions aimed at river basins and deltas with good water quality and quantity, as a result of Dutch support
Measurements:

Security and Rule of Law

To contribute to building of just, peaceful and inclusive societies, SRoL efforts should strengthen the social contract, which entails a trust and responsibility-based relationship between people and authorities (5) and among communities (6). Authorities have to fulfil the justice and security needs of people (7), including those of marginalised groups. This requires not just 'political will' but also institutional capability (8). Moreover, people and communities need to be included in policy and decision making (2), as service delivery is not sufficient to strengthen the social contract. To strengthen the effectiveness of SRoL efforts, international and local partners need to work coherently across levels and programmes (3) and in a conflict-sensitive manner (4). The MFA, for its part, should use insights from their local engagements and diplomatic work to inform (Dutch) SRoL policies and their implementation (1).

2. Rule of Law and people-centred justice

Rule of law is needed to sustain order, instil popular confidence in governance structures and address people's justice needs. Justice services need to be accessible, including to the marginalised and judicial systems need to be impartial. This contributes to social cohesion and helps prevent violent conflict and manage it.

Learning questions
What have we learned from this activity for this result area?
Measurements:

Indicators
8.2. Formal and informal institutions strengthened to better prevent conflict, provide security and justice and sustain social cohesion by working in a more inclusive, responsive, accountable and professional manner
Measurements:

9.2. People and communities strengthened their mechanisms to prevent the outbreak, continuation, escalation and recurrence of violent conflict
Measurements:

11.2. # of people (SAMDD) trained in the field of SRoL
Measurements:

13.2. # of people with access to justice [through formal and informal justice systems] (SAMDD)
Measurements:

14.2. # of individuals whose cases of sexual and gender based violence have been settled through the RoL justice system (SAMDD)
Measurements:

Description how the activity contributes to the result area, Rule of Law and people-centred justice
Measurements:

Food and Nutrition Security

E. Policy environment

Indicators
E.1. Number of reforms / improvements in major (inter)national FNS policies / laws / regulations, benefitting at least tens of thousands of undernourished people and/or SSFPs
Measurements:

F. Land Rights

The certainty that a person's rights to land will be recognized by others and protected in cases of specific challenges.

Indicators
F.1. Number of people who enjoy (more) secure tenure rights to land (disaggregated for male/female)
Measurements:

F.2. Number of (inter)national institutions that contributed to improved (sub)national land governance aspects
Measurements:

B. Productivity and Income

Indicators
Outcome B.1.1. Number of SSFPs (disaggregated for male/female) who progressively realize a living income
Measurements:

Outcome B.1.2. Number of SSFPs (disaggregated for male/female) who progressively decrease the yield gap
Measurements:

Outcome B.1.3. Number of female SSFPs who progressively became more empowered
Measurements:

Reach B.2.1. Number of SSFPs directly reached with activities aimed at structural/systemic improvement of their agricultural performance
Measurements:

Reach B.2.2. Number of SSFPs directly reached with activities aimed at temporary/partial improvement of their agricultural performance
Measurements:

Reach B.2.3. Number of SSFPs indirectly reached
Measurements:

C. Sustainable farmland use

Indicators
Reach C.2.1. Number of hectares of SSFPs' farmland directly reached with activities aimed at structural/systemic improvement of agro-ecological sustainability
Measurements:

Reach C.2.2. Number of hectares of SSFPs' farmland directly reached with activities aimed at temporary/partial improvement of agro-ecological sustainability
Measurements:

Reach C.2.3. Number of hectares of SSFP's farmland indirectly reached
Measurements:

Climate

4.1. Policy development and diplomatic outreach

Indicators
4.1.A. Adoption and implementation of inclusive forest (smart) public and private policies, plans, commitments and practices in the landscape / jurisdiction as a result of Dutch support
Measurements:

2.1. Halt deforestation

Indicators
2.1.A: Hectares of forest(ed) land reached with activities aimed at sustainable forest management or other improved practices contributing to decreased deforestation, enhanced sinks and increased adaptive capacity of ecosystems and livelihoods
Measurements:

2.1.B. Number of beneficiaries reached by projects and programs on sustainable agriculture and/or forestry practices in the landscape / jurisdiction
Measurements:

Women's Rights and Gender Equality

Women's Economic Empowerment

SDG target(s): 1, 2, 4, 5, 8 and 10 Short description: The enabling environment is strengthened to promote women's economic rights and empowerment and to encourage female entrepreneurship.

Indicators
3.3. # individuals (disaggregated by type, age and gender) with improved attitudes and practises on women's economic rights, empowerment and entrepreneurship.
Measurements:

WRG030. # individuals (female) with improved attitudes and practices on women's economic rights, empowerment and entrepreneurship
Measurements:

WRG031. # individuals (male) with improved attitudes and practices on women's economic rights, empowerment and entrepreneurship
Measurements:

WRG032. # individuals (other) with improved attitudes and practices on women's economic rights, empowerment and entrepreneurship
Measurements:

WRG033. # individuals (gender non-specified) with improved attitudes and practices on women's economic rights, empowerment and entrepreneurship
Measurements:

Gender mainstreaming

Indicators
To what extent is gender mainstreamed in program design, implementation and monitoring of the programme?
Measurements:

Private Sector Development

1. Strengthening the business climate

SDG target(s): 8a, 8.1, 8.3, 8.4, 8.5, 8.8, 8.10, 10.2, 17.11. Short description: In the result area 'strengthening the business climate', the approach is to strengthen the local business climate through interventions relating to infrastructure, youth employment and entrepreneurship, policy and regulation, institutional capacity building and social dialogue to strengthen MSME's within their ecosystem and improve their access to financial and other services.

Indicators

1.A. Number of companies with a supported plan to invest, trade or provide services. (IATI code XXX001)
Measurements:

1.J. Amount of mobilised private finance (in thousand EUR). (IATI code XXX0010)
Measurements:

1.L. Number of strengthened organisations contributing to a sustainable local business climate. (IATI code XXX0012)
Measurements:

1.M. Number of members of supported organisations. (IATI code XXX0013)
Measurements:

Strengthened Civil Society

1. CSOs enhance civic space and are supported in doing so by their counterparts and/or the Ministry

CSOs by their very presence and rootedness in society and connectedness to state, market and/or citizenry ensure that civic space remains open so they are able to meet, campaign, discuss, publish etc.

Indicators

SCS3. # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage
Measurements:

SCS4. # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency (with the exception of those reported under SCS9)
Measurements:

2. CSOs have the capacity and legitimacy to influence government, business and societal actors in various areas

the capacity of CSO has been built throughout the programme.

Indicators

SCS5. # of CSOs with increased L&A capacities
Measurements:

Monitoring and evaluation

Monitoring

- **Specify what reporting information is required for this activity, based on the activity analysis decision tree (see Help).**

Include the following elements:

- **Planning versus realisation: tracking progress against predetermined objectives as laid out in the project proposal.**
- **Performance and quality: checking relevance and appropriateness of the implementing organisation's performance based on key assumptions in the proposal and the outcomes of the risk analysis.**

Pay attention to the method and frequency of monitoring and describe the roles and responsibilities. For further information, see Help.

While the implementing partners will be responsible for the actual implementation of the agreed works, RVO monitors and where possible supports achieving good quality progress. For this it is important that assessments will be based on a solid monitoring system, progress reports and field visits. RVO and the Embassy agree on the level of involvement of the latter in the monitoring. Where relevant and possible NL MFA might decide in close cooperation with involved embassies to make complementary efforts (e.g. through EU Delegations and/or national sector working groups) to lift the supported interventions to higher (often political) levels.

Although the implementation will differ per intervention, in general, management of projects by RVO largely entails ensuring stakeholders are aligned, assessing progress reports, assessing progress on the ground, and supporting partners in their KM activities to guide adaptive programming. This includes verifying the quality of deliverables as defined in the formulation plan and the terms of reference and/or call for proposals and providing disbursements as agreed upon. As a rule of thumb, countries should be visited before presentation of the formulation plan to NL MFA, and the projects on an annual basis during implementation and before final closure of the project. Disbursements are preferably directly to the lead institution in the partnerships that implement the approved intervention(s).

Embassies that provided a lead in line with FNS programming and that receive a FNS budget of more than EUR 10 million are responsible to take on contracting (with delegated funds), monitoring and evaluation of the implementation of the selected project(s) and implementing partner(s). RVO backstopping is possible upon request.

Monitoring and evaluation happen in close synergy with Knowledge Management. M&E of LAS projects focus on the strategies, outputs and outcomes for as far as relevant during the intervention cycle. As LAS contributes to the successful development as well as implementation of land governance interventions to achieve relevant results on at least one or more of the agreed NL MFA result areas, it is important to monitor the aspects that are within the sphere of influence of LAS. This provides insight into the effectiveness of the programme, how the programme functions and the overall progress. Specific attention will be given to the mainstreamed themes gender, climate and conflict sensitivity. In countries where access is complicated due to security risks, third party monitoring might be considered.

Two main recommendations from the MTR regarding project level M&E are taken on board. LAS will provide programme-level and tailormade support to partners for setting up monitoring processes and systems (e.g. introductory sessions; learning and exchange sessions between partners to discuss the application of NL MFA indicators); and LAS will provide support to identifying project-level indicators that capture progress beyond NL MFA standard indicators. The monitoring criteria will be an integrated part of the project, the project-related assignments and project-related progress reports. Progress will be made public by RVO through IATI. The M&E plan comprises further details.

M&E at programme level will involve at least a midterm and final external evaluation that commences halfway through the programme and within the year the programme ends. RVO will be in the lead for the development and publication of TORs for the evaluations, in close consultation with NL MFA.

Evaluation

Describe whether a final evaluation and/or a mid-term review has been planned. If yes, state:

- **who will commission the final evaluation and/or mid-term review (for options, see Help);**
- **whether the procedure and practical arrangements have been agreed on with the implementing organisation (for details, see Help).**

Both a midterm (2030) and final evaluation (2035) are planned for this activity. The evaluations will be commissioned by RVO and will be deployed through the framework agreement for evaluations of RVO. MFA (IGG and DSH) will be part of the evaluation reference group and agree on the final Terms of Reference for the evaluations. IOB quality criteria for evaluations will be taken into account. Funds have been reserved under the implementation costs (uitvoeringskosten) for both evaluations.

Finance

Budget breakdown

- **Include an overview of the activity budget, including overhead costs.** *See below.*
- **Is the budget arithmetically correct?** *Yes*
- **Are the amounts/rates in the budget acceptable?**
  Yes. Please note that the 'uitvoeringskosten' of EUR 12.500.000 will be separately committed under activity number 4000003662 (Uitvoeringskosten VZH)
- **Briefly explain the structure of the budget.**
  Budget contains RVO uitvoeringskosten and the room for commitments for RVO, divided between subsidies and assignments. The majority of funds will be committed in 2026 and 2027, but with room for later commitments to allow for adaptive programming if and when necessary.
- **Are overheads proportional to outputs? What is included? What is recharged?**
  N/A. RVO tariffs are standardized and based on organizational wide agreements between RVO - MFA.
- **Is implementation conditional on the budget being amended in an inception phase? (Specify the requirements that the budget must satisfy and the date by which the budget must be amended).**
  No. Below are the maximum budgets for RVO. In the annual offers of RVO, amendments may be made within the categories over the years, but in general not between the categories (uitvoeringskosten and beleidsmiddelen). However, overall budget cannot be exceeded without prior notice and approval of MFA (at director level).

Uitvoeringskosten	2026	2027	2028	2029	2030
Uren	€ 1.094.427,00	€ 1.349.539,00	€ 1.328.978,00	€ 1.336.299,13	€ 1.376.388,00
Duks	€ 90.000,00	€ 90.000,00	€ 90.000,00	€ 90.000,00	€ 90.000,00
Totaal	€ 1.184.427,00	€ 1.439.539,00	€ 1.418.978,00	€ 1.426.299,13	€ 1.466.388,00
FTE	5,90	7,10	6,80	6,6	6,6
Verplichtingen	2026	2027	2028	2029	2030
Subsidiemiddelen	€ 125.000,00	€ 37.625.000,00	€ 125.000,00	€ 125.000,00	€ 125.000,00
Opdrachtmiddelen	€ 375.000,00	€ 5.875.000,00	€ 375.000,00	€ 375.000,00	€ 375.000,00
Kasprognose (beleidsmiddelen)	2026	2027	2028	2029	2030
Subsidiemiddelen	€ 31.250,00	€ 6.364.583,33	€ 6.333.333,33	€ 6.395.833,33	€ 6.395.833,33
Opdrachtmiddelen	€ 93.750,00	€ 1.260.416,67	€ 1.166.666,67	€ 1.354.166,67	€ 1.354.166,67
Totaal	€ 125.000,00	€ 7.625.000,00	€ 7.500.000,00	€ 7.750.000,00	€ 7.750.000,00
Kasprognose (UVK + Beleidsmiddelen)	2026	2027	2028	2029	2030
	€ 1.309.427,00	**€ 9.064.539,00**	**€ 8.918.978,00**	**€ 9.176.299,13**	**€ 9.216.388,00**

2031	2032	2033	2034	2035	Totaal
€ 1.417.679,97	€ 1.460.210,14	€ 991.010,87	€ 645.989,27	€ 244.478,63	€ 11.245.000,00
€ 190.000,00	€ 190.000,00	€ 190.000,00	€ 135.000,00	€ 100.000,00	€ 1.255.000,00
€ 1.607.679,97	€ 1.650.210,14	€ 1.181.010,87	€ 780.989,27	€ 344.478,63	€ 12.500.000,00
6,6	6,6	4,3	2,9	1	
2031	2032	2033	2034	2035	Totaal
€ 125.000,00	€ 125.000,00	€ 125.000,00	€ 125.000,00		€ 38.625.000,00
€ 375.000,00	€ 375.000,00	€ 375.000,00	€ 375.000,00		€ 8.875.000,00
2031	2032	2033	2034	2035	Totaal
€ 6.395.833,33	€ 6.395.833,33	€ 125.000,00	€ 125.000,00	€ 62.500,00	€ 38.625.000,00
€ 1.354.166,67	€ 1.354.166,67	€ 375.000,00	€ 375.000,00	€187.500,00	€ 8.875.000,00
€ 7.750.000,00	€ 7.750.000,00	€ 500.000,00	€ 500.000,00	€ 250.000,00	€ 47.500.000,00
2031	2032	2033	2034	2035	Totaal
€ 9.357.679,97	**€ 9.400.210,14**	**€ 1.681.010,87**	**€ 1.280.989,27**	**€ 594.478,63**	**€ 60.000.000,00**

Explanation

<u>A. Implementation costs (Uitvoeringskosten)</u> > Please note, these will be committed under activity number 4000003662 (Uitvoeringskosten VZH).

The implementation of LAS consists of three components: the project portfolio, knowledge management, and collaboration and coordination. The following standard hours apply. These hours are averages. FTE for each year:

Jaartal	FTE
2026	5,9
2027	7,1
2028	6,8
2029	6,6
2030	6,6
2031	6,6
2032	6,6
2033	4,3
2034	2,9
2035	1,0

The capacity costs in the RVO quotation are made up of various rates:

Tariefgroep	Basisuurtarief 2026
T1 (s1-9)	86,54
T2 (s10-11)	113,63
T3 (s12-13)	150,53
T4 (s14 and higher)	191,16

The annual rate increase is approximately 3%.
T1 staff are often administrative staff and project staff. T2 staff are financial staff and project advisors. T3 staff are senior project advisors, coordinators, and experts. T4 staff are managers. One FTE equals 1360 hours. RVO does not charge for training hours, vacation time, or sick leave).
The salary component of these RVO rates is eligible for EU DC, but additional costs are not. This component is often covered (in other cases of EU DC) by the MFA own contribution.

1. **Project portfolio**

Standard hours				
Description	number of projects	Standard hours	Norm in €	Total in €
Project development	25 embassies submit idea, 13 ideas to be formulated into project(s). Around 26 projects in 12-13 countries.	2.979	134 (average hourly rate)	399.658
Project management	24	24.332	147 (average hourly rate)	3.593.524
MEL	24	3.400	150 (average hourly rate)	510.938

2. **Knowledge management**

In the first years of the program, 1 FTE is allocated to Knowledge Management. This includes program-wide KM activities, as well as project-specific activities that project advisors dedicate time to (primarily in the context of adaptive programming).

3. **Collaboration and coordination**

Coordination and collaboration	4.250 uren € 646.651 (Gemiddeld uurtarief van € 152)
Advice to embassies (upon request) and Dutch companies and other actors (the LANDdesk)	7.900 uren € 1.190.160 (Gemiddeld uurtarief van € 150)
Collaboration with MFA	2.000 uren € 345.129 (Gemiddeld uurtarief van € 172)

4. Programme evaluation (external mid-term and final evaluation): € 500.000.

B. Policy funds (Beleidsgelden)

See table above for division between subsidies and assignments and financial planning over the years. **Rough estimation** of expenditures (overlap possible):

Project portfolio	**€ 43.000.000**
- Around 60% contributing to FNS	€ 25.800.000
- Minimum 25% contributing to RoL	€ 10.750.000
- Around 15% contributing to the combitracks	€ 6.450.000
KM	**€ 4.500.000** (around EUR 500.000 a year for 9 years).
Total	**€ 47.500.000**

DSH contributes EUR 12.500.000 to the policy funds (beleidsgelden) over the entire duration of LAND-at-scale. Planning t/m 2031:

Budgetplaats: 1704U03110002 - DSH Funct. rechtsorde centraal bijdrage						
	2026	2027	2028	2029	2030	2031
Uitgaven	-1.562.000	-1.563.000	-1.562.000	-1.563.000	-1.562.000	-4.688.000
Toelichting Uitgaven	Overheveling tbv Land At Scale gefinancierd uit art 2.1: inzet in de Veiligheids- & Stabiliteitslanden met V&R-programmering bedrag 2031 is voor de jaren 2031 t/m 2033, dit dient nog verdeeld te worden maar BMS gaat nu niet verder dan 2031 Tegenboeking: Overheveling van 1704U03110002 - DSH Funct. rechtsorde centraal bijdrage naar 1702U01030002 - IGG Ecologische voedselsystemen subsidie					
Verplichtingen	-12.500.000					
Toelichting Verplichtingen	Overheveling tbv Land At Scale gefinancierd uit art 2.1: inzet in de Veiligheids- & Stabiliteitslanden met V&R-programmering Tegenboeking: Overheveling van 1704U03110002 - DSH Funct. rechtsorde centraal bijdrage naar 1702U01030002 - IGG Ecologische voedselsystemen subsidie					

Voor deze overheveling dient u de volgende tegenboeking in te voeren:

Budgetplaats: 1702U01030002 - IGG Ecologische voedselsystemen subsidie						
	2026	2027	2028	2029	2030	2031
Uitgaven	1.562.000	1.563.000	1.562.000	1.563.000	1.562.000	4.688.000
Verplichtingen	12.500.000					

Zie: MINBUZA-2025.2704927 en MINBUZA-2025.2704929 voor details.

Earmarking

- **Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why.** *N/A.*

Prepayments

- Based on the prepayment decision tree (see Help), do the payments need to be entered as prepayments and why? In the case of a lump sum, assess this against the applicable criteria and give the reasons for your choice.
- What is the maximum percentage that can be paid as prepayment, and why?
- Which are the reporting obligations on the basis of which prepayments can be closed?

No prepayments for this activity.

Available resources

	Foreign currency	**EUR**
Implementing organisation's own contribution		/
Firm commitments by other donors (for each donor)		/
Dutch contribution		**€47.500.000**
Total available resources		**€47.500.000**
Budget needed		**€47.500.000**
Still to be financed		/
Soft commitments by other donors (for each donor)		/
Uncovered balance		/

- **Are there any non-financial contributions relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.?** *No.*
- **If there is an uncovered balance, how will this affect implementation of the activity (e.g. proportional reduction in outputs, omission of regions) and how will this affect the decision whether to fund this activity?** *No.*

Grant with a repayment obligation, loans, equity investment or guarantee

8. **Does the Dutch contribution take the form of a grant with a repayment obligation, a loan, an equity investment or a guarantee (either in whole or in part)? If yes, briefly set out the consequences for accounting and how correct processing in the financial records will be ensured.** *No.*
9. **Are there revolving funds? If yes, please explain what will happen to any residual funds, how closure will take place and which agreements should be made.** *No.*

Audit opinions

- **Is an audit opinion required for the activity (see Help)? Briefly explain.**
- **Should the audit opinion be accompanied by an additional auditor's report (for example, on the risks set out above, or on monitoring that the organisation carries out on its prepayments to other organisations)?**

RVO.nl will provide audit opinions through the annual framework agreement between DGIS and RVO.nl.