



Participatory mid-term assessment of the Land for Life initiative

Ethiopia
April 2022



Ethiopia

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Ethiopia

1. Key insights and recommendations / options

Supported through Land for Life by Welthungerhilfe and the German Ministry for Economic Collaboration and Development (BMZ).

Key Insights

1. Structure and Mandate of LfL

1.1. It is widely acknowledged that the establishment of LfL is a significant achievement i.e. as a registered entity and key actor related to land rights. This organization is much needed in Ethiopia and fills an important gap. “Now, it is time that Land for Life enters the policy space”, is a quote that has been repeated by several respondents.

1.2. However, the exact role and mandate of LfL remains ambiguous, i.e. is it a civil society network which hosts a dialogue or is LfL the dialogue platform itself? Many actors, incl. the board and the secretariat itself, are unclear about this. According to the strategic document of 2020, LfL considers itself as a national entity with a national MAP.

Nevertheless, LfL started as a regional MAP for Oromiya. The transition was not so clearly communicated. Fact is that inroads have been built to Oromiya bureaus rather than national ministries. Most products on the other hand, such as the thematic assessment and policy briefs are national.

1.3. The membership in Land for Life is currently not evolving much: the General Assembly (GA) is currently consisting of 15 members that are acting in individual capacities. There are few public servants among those members. The question if government offices (not individuals) are able to join Land for Life remained unanswered. The GA members and the board are motivated individuals that see a great gain in LfL also in synergy with their own work.

It is a shared concern that the engagement / membership of community actors and the private sector is very low and has not been addressed sufficiently.

1.4. Engaging high-profile actors remains challenging: There is also a shared concern about engaging high-profile actors in Land for Life. There are commendable attempts, for instance through lobby meetings. However, there is no clear trend that could show that this is successful.

1.5. Board slowly takes ownerships: LfL was strongly steered by the international team of WHH at the initial time of the initiative. Slowly this changes and esp. the board takes on more ownership. How tight or loose the board should control the secretariat is not sufficiently defined. The secretariat has not actively searched for clarity in this matter, too.

Basic organizational routines such as GA meetings and board meetings are happening but are not yet systematic.

1.6. An early upscale: To upscale the potential outcomes of LfL, the GIZ together with WHH and their partner ORDA initiated another MAP on land rights in Amhara, as a regional MAP. The initiative is just 1 year old - and at very initial level. The relations between LfL and the Amhara MAP are still to be clarified, and concerns were raised if the Amhara MAP sufficiently “learns” from the experiences of LfL to move quicker than LfL did. Covid and the conflict have certainly contributed to the slow onset of the Map in Amhara.

Key Insights

2. Outcomes & Strategy

2.1. Early intermediary outcomes are achieved: Land for Life has mostly focused on setting up structures and engaging key actors in the dialogue, while achieving some early intermediary outcomes that give a promising outlook into the future of the initiative.

Some of the key actors in the sector such as the State Minister of Agriculture start listening to the initiative. In few cases for instance regarding the Oromiya Head of Land Administration more meaningful engagement was reached. On the “ladder of change” listening is the first step, with meaningful engagement by policy makers being the second and contribution to policy change being the third.

2.2. The most significant outcome is the recent agreement between LfL and the Oromiya Land Bureau to engage in a decentralized MAP process. Agreement has been reached to engage in 2 Woredas with significant agricultural investment. The investments are mostly small and medium scale. Often the investor do not really follow what they stated in their investment proposal i.e. to create jobs and other values for the community. The Woreda MAP seem is a promising idea, however so far they have not been clearly conceptualized.

2.3. Other outcomes registered are mostly related to future-engagements, i.e. with the pastoral offices, the Bahir Dar University or the Pastoralist forum. One realizes that there has been a recent surge in activity by the secretariat to make connections, organize lobby meetings and move the initiative forward. This is promising.

2.4. Unfavorable context: The context with Corona, the conflicts in the country, the democratic transition and also a reluctance to address critical land issues in such a volatile environment has certainly hampered progress. Further, in an international comparison the policy processes in Ethiopia are often little transparent, and entry points for advocacy are less obvious. Sometimes, it seems difficult to navigate and find appropriate entry points.

2.5. Strategy has been useful, but implementation is behind: The strategy, which has been completed in late 2020 has pointed the initiative in the right direction and has helped to structure the processes. The three thematic working groups, the organizational development targets as well as the envisioned engagements are all seen as a good framework. Also the ToC and the outcome mapping which has been done, is a good baseline for this assessment as well as for future assessment, However, the context, the time-consuming registration and ambiguities have hampered overall progress in implementing the strategy.

2.6. Some success factors so far:

- The process in the thematic working groups and the policy briefs are seen as a great basis for future engagement
- Trainings have been seen as an important mean to bring people on the same page.
- Community engagement / virtually everyone remembered the real-life cases of the affected population during the large stakeholder workshop in Bishoftu in 2019. The intermediary outcomes are not very clearly communicated, i.e. to donors, but also some of the internal actors seemed surprised.

Key Insights

3. Performance, and work processes

3.1. People widely appreciated the role of the Lfl secretariat team. The secretariat took the lead in the registration process, and setting up a functioning office. The team is “restlessly engaging actors” and were able to organize many events by themselves.

Event management seems to be good for face-to face meetings. Online meetings during Corona remained challenging for a diversity of reasons such as absence of per-diems, technology, and focus in an office environment or at home

3.2. The secretariat does not outsource or sub-contract: A key insight by the assessment team is that the secretariat is implementing all activities by themselves and do not sub-contract partners to do activities. This results in bottlenecks as capacities are missing to do processes in parallel. Despite underspending there is a narrative that there are not sufficient funds.

3.3. There have been important achievements in terms of communication outputs, i.e. 3 assessments and 3 policy briefs. Participants appreciated the process, despite its slow pace. The outputs have also contributed significantly to the intermediary outcomes. Nevertheless, interviews showed that important actors had little awareness about the policy briefs and some have not been invited to key events (for instance Welthungerhilfe itself).

The website and some of the other communication products towards external actors are a good start too.

Regarding internal communication there is room for improvement: there were few products by the secretariat that targeted the different levels (GA, External actors, thematic groups) i.e. summaries, internal newsletter, case studies etc.

3.4. There are regular differences between plan and execution. Also planning and monitoring of plans is not yet inclusive and accountabilities remain ambiguous. As the team grows – and activities pick up, good work organization is essential. The secretariat understands some deficiencies here and requested a training in agile management

3.5. The practice of demos and feedback sessions for developing products, for instance workshop concepts, or the assessments and policy briefs has created engagement and is widely seen as a good process.

4. Funding

4.1. Funding / sustainability is a shared concern by many actors (donors, members, secretariat). So far, the initiative is only funded through WHH. The discussion with GIZ and also WHH have shown their interest in land rights and the network, also in the future. However, both organizations also shared concern about the low levels of outcomes, to date.

4.2. The involvement of the GIZ i.e. by financing a parallel project of Welthungerhilfe for establishing a regional MAP in Amhara can be seen as a good achievement. The Lfl secretariat had strongly contributed to this success.

Recommendations / Options

1. Structure and Mandate of LfL: Clarify the nature of LfL - is it a Civil Society Network that hosts the secretariat of the unregistered MAP (option 1) or is it the MAP itself (option 2)?

To answer this questions a few aspects should be considered:

- Is LfL and the MAP ok to be carried by individuals or should organizations engage? According to the assessment most thought it would be time to move towards organizations. This would create higher credibility and longer-term engagement
- Is option 2 legally possible? It remained unclear after the assessment if state or private sector organizations are actually permitted to become part of LfL, an NGO. Most people said no. This should be urgently clarified by a legal advisor.
- Even if legally possible, it is unclear if state partners would like to become members. Interview partners from state offices were ambiguous about it.
- In many countries the land-related MAPs are under the patronage of state ministries. Could this be achieved?

Related is the second question: Are we focusing on the national level, and what does it mean for the Oromiya MAP, or the Amhara MAP? Aspects to consider:

- Does LfL have the capacities to engage at both levels?
- Does the national MAP only become viable if there are decentralized structures – which enable broader participations and field level activities?

We recommend an OD process to achieve clarity. The process should include a legal expert, and consultations with the Amhara Map and high-level actors to assess their appetite for a higher-level MAP.

2. Focus on strengthening the secretariat and steering structure.

- Clarify roles and accountabilities among GA, Board and secretariat of the national platform incl. monitoring and reporting lines
- Capacity Building in selected areas (leadership, communication, platform facilitation, governance principles)
- Better implementation of the MoA including organizing key events i.e. GA and board meetings

Recommendations / Options

- 3. Review increase in team size, consider sub-contracting:** The current strategy to develop a larger team with two additional people at LfL that can cover a larger number of aspects and functions should be reviewed vis—-a-vis a more decentralized system that delegates activities to partners. The Woreda MAP process for instance could be sub-contracted to partners in the area, rather than implemented from the central level. A decentralized system has a number of advantages and disadvantages
- More engagement could be created as partners directly hold activities and create impact, insights and attachment
 - The local partners can probably preform the tasks better and at lower cost.
 - Chance of sustainability is higher: the local partner probably remains in the area in the future to follow up activities, and the LfL does not reach an unsustainable and costly size.
 - Sub-contracting requires decent financial management capacities and confidence in the systems. Here WHH could play a role in providing guidance.
- 4. Consider a well-structured. agile management process** such as scrum to better plan, reflect in the team, follow up actions, and achieve more outputs and results. Key considerations in this process:
- It is recommended if The CSA supports the initiative by facilitating the agile management meetings on regular basis for about 12 months, and help define basics such as the team for specific deliverables and an annual backlog for the initiative.
 - Regularize the practice of product demos to ley products - to the board, thematic working groups and external actors – as part of the agile management process.
 - Connect the annual plans with the strategy and the 5 key processes i.e. the 3 change objectives, the engagement in the platform as well as the OD process.
- 5. Develop strategies and formats to engage higher-level policy makers:** Some options were brainstormed during the assessment process, which need to be further sharpened and conceptualizes:
- Continue the promising one-to one lobby work, but engage some of the heavy weights among the LfL members to be even more convincing
 - Introduce new dialogue formats that are dedicated to senior people, which could also include participation in international events
 - Connect more to reputed organizations to facilitate contacts.

Recommendations / Options

6. **Focus on inclusion and decentralization** to meaningfully engage with communities and private sector actors and gain credibility and create field level impact.
 - Move on in the plans to engage on Woreda level MAPs and design a process which is dialogic and inclusive. Consider sub-contracting to a local NGO.
 - Always consider inviting and engaging affected people in dialogues and events at all levels. They are the most powerful representatives to create empathy and motivation to act.
 - Encourage local actors to become members of LfL and become part of the board.
 - Describe the Regional MAPs and their role in this process (as described earlier)

 7. **Improve and diversify funding** to make sustainability more probable. Some considerations in achieving this aim:
 - Retaining and acquiring funding by WHH and GIZ should have priority. Both have clearly stated their interest in their sector, but to secure longer-term funding performance and outcomes will be key. Those outcomes need to be communicated well too,.
 - Parallely, a lean fund-raising strategy could be developed and some basic concepts for key practices could be on the shelf.
 - The fund-raising could go beyond usual NGO funders, and include donor working groups , private investors, government, and the International Land Coalition
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Ethiopia

2. Methodology

- 2.1. Overall Objective and Outputs at country level
- 2.2. Design of the assessment
- 2.3. Outcome Harvesting
- 2.4. Maturity Assessment
- 2.5. Performance Check

Supported through Land for Life by Welthungerhilfe and the German Ministry for Economic Collaboration and Development (BMZ).

1.1. Overall Objective and Outputs at country level

Overall objective of the exercise:

The participatory mid-term assessment aims at creating a common understanding among “in-country stakeholders” on

- the status of Land for Life in the four countries, including outcomes to date, the maturity of the platforms at country level, and the performance of the core teams in the four countries, and
- corresponding insights and the way forward.

The participatory mid-term assessment further aims at creating a common understanding - among key stakeholders such as WHH, the BMZ and key actors in the four countries - of the status, and the key challenges and opportunities of the Land for Life initiative at program level.

Outputs at country level:

- *Outcomes* of LfL to date and corresponding learnings are *harvested* and triangulated
- A *MAP maturity assessment* is carried out along organisational parameters and verified with key stakeholders at country level
- A *performance check of the team / secretariat* is carried out looking at the efficiency and effectiveness of the work of the core team of the MAP, and triangulated with key stakeholders at country level
- A workshop with key stakeholders is carried out to validate *key insights and develop a collective understanding of the way forward*
- A 5-page report summarizes the insights and collective understanding of the way forward
- All other exercises for instance the maturity assessment, the outcome harvesting etc. are documented and annexed

1.2. Design of the assessment

What do we assess?



Outcome Harvesting

looking at the outcomes to date along the change objectives



Maturity assessment

With 14 statements along key dimension of the Network



Performance check of the team

looking at the efficiency and effectiveness

How do we assess?



Stakeholder workshop

For 2 days with around 10 key stakeholders of LfL 2



Key informant interviews

10 interviews to triangulate the insights from the stakeholder workshop



1.3. Outcome Harvesting

looking at the outcomes to date along the change objectives

Step 1: Preparation

The secretariat prepares a

- Timeline of the initiative since the beginning and key events and contextual changes along this timeline
- A draft list of outcomes since Sep 2020 in reference to the log-frame, strategy or other plans

In Ethiopia the main reference is the strategy which has been finalized around the beginning of the second phase of the initiative at the end of 2022.

Step 2: Workshop

We spend around 2 sessions on outcome harvesting during the workshop:

- Establish the scope & define: What is an outcome
- Presentation and iteration of the timeline of the last years and key outcomes so far
- Selection of key outcomes for the narratives
- Developing outcome narrative & Identifying outcome evidence
- Generating Insights / Lessons

Step 3: Interviews

The insights and outcomes are triangulated in interviews and the findings are amended accordingly



1.3. Outcome Harvesting

Outcome template:

What is the outcome?

- Xxx

Why is the outcome significant?

- Xxx
- Xxx
- xxx

What are contextual factors?

- Xxx
- Xxx

What are the LfL action and how did they contribute to this outcomes?

- Xxx
- Xxx
- xxx

What is the evidence of the outcome and the contribution of LfL ?

- Xxx
- xxx



1.3. Outcome Harvesting

looking at the outcomes to date along the change objectives

In the Ethiopia case, we will use the strategy to understand intended outcomes and their current status along the “ladder of change”

CHANGE OBJECTIVES AND CHALLENGES WE WANT TO ADDRESS	OUTCOMES AT STAKEHOLDER LEVEL*	KEY STRATEGIES
<p>CHANGE OBJECTIVE 1: INCLUSIVE AND TRANSPARENT LAND POLICY-MAKING PROCESS</p> <p>CHALLENGES/TRAIT:</p> <ul style="list-style-type: none"> ↗ Inadequate political will to make policy processes more participatory: people considered as objects of policy making, policy processes are top-down, not transparent ↗ “Land” not perceived as part of the public agenda: Ethiopian Constitution asserts state ownership of land and State as a sole proprietary right of land and natural resources ↗ Institutional Gaps: no lead agency for land matters at Federal level to coordinate decentralized institutional arrangement, no central platform as counterpart for civic engagement on land ↗ Policy Gaps: no comprehensive National Land Policy, land issues scattered ↗ Capacity and resource constraints: inadequate of technical capacities, insufficient funding for land administration and management, research gaps, limited advocacy experiences among CSOs <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ↗ More open environment for civic engagement in land-related policy dialogue: new Civil Society Law (which allows advocacy), draft Civic Engagement Policy ↗ Existing international standards, also adopted by Ethiopian government, calling upon States to set-up multi-stakeholder platforms on land governance at all levels (VGGT Guidelines) ↗ Ongoing policy reform: opportunities to engage and advocate for land issues i.e. in election, draft land use policy, 10 Year development plan, National Adaptation Plan ... 	<p>Outcome on Policy Maker level i.e.</p> <ul style="list-style-type: none"> ↗ Ministry of agriculture ↗ Ministry of Peace ↗ Ministry of Urban Development & Construction ↗ Federal and regional Parliaments (relevant Standing Committee Members) ↗ Land Bank & Development Corporation ↗ Investment commission ↗ Irrigation and pastoralist bureau ↗ Ministry of water and energy <p>We expect to see: The policy makers listen to the key demands of LfL</p> <p>We like to see: The policy makers inform LfL on policy processes and involve LfL in selected processes</p> <p>We love to see: The policy maker regularly engage LfL and affected communities in policy making processes</p>	<p>Strategy 1: Lobby/ dialogue with policy makers</p> <ul style="list-style-type: none"> ↗ Build successively a collaborative and dialogic relation with policy makers ↗ Combine one-on-one lobbying and lobbying events, with broader dialogue events, such as round table, field assessments, town hall meetings ↗ Promote inclusive dialogue including affected citizens, policy makers and other relevant actors ↗ Build and strengthen sustainable dialogues with relevant actors ↗ Evidence based policy advocacy <p>Strategy 2: Generating and sharing high-value evidence</p> <ul style="list-style-type: none"> ↗ Focus on bottom-up generated evidence with strong, emotional and visual story-telling short and



1.4. Maturity Assessment

With 14 statements along key dimension of the Network

Step 1: Preparation

The facilitation team

- Prepares the online questionnaire and gives the links to the team for reflecting and looking at the questions prior to the assessment

Step 2: Workshop

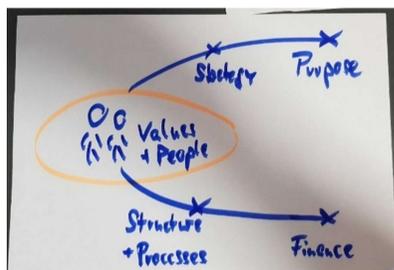
We spend around 2 sessions on the maturity assessment during the workshop:

- Present and confirm the results from the online assessment
- Reflection in groups on 4-5 priority statements
- Presentation and feed forward on the group work
- Generating insights

Step 3: Interviews

The insights are triangulated in interviews and the findings are amended accordingly

Maturity Assessment



Organisational Component	Statement	Please use the following reflection questions to think about your rating of the statement
Purpose	1. We are all aware about the purpose of the MAP / Land for Life.	<ul style="list-style-type: none"> - What exactly is the purpose of the MAP? - Are we all aware of the purpose of the MAP?
	2. Our purpose and narrative of the MAP/ Land for Life inspires and attracts new actors.	<ul style="list-style-type: none"> - Are we communicating the purpose and the related narrative of the MAP to people from outside? - How are new actors reacting to the purpose/narrative of the MAP? - Are people coming by themselves and ask to participate in the MAP?
	3. We focus on the rights of the most vulnerable.	<ul style="list-style-type: none"> - Do we include the most vulnerable in our MAP structure? - Do we understand the needs and rights of the most vulnerable? - Are the rights and needs in the forefront when it comes to strategy, planning and day-to-day activities?
Strategy	4. We develop inclusive and impactful strategies and roadmaps.	<ul style="list-style-type: none"> - How was the strategy process done? - Who participated in the strategy process? - Are the strategies actionable and impactful?
	5. We monitor progress and adjust our plans regularly.	<ul style="list-style-type: none"> - How and when is progress of the MAP assessed? - Do we reflect openly on the progress and collaboration among the MAP members? - Are we “learning” from our action, and adjust plans or strategies accordingly?
Values & People	6. We perform well in terms of implementing roadmaps and strategies.	<ul style="list-style-type: none"> - Are we all aware of the roadmaps and strategies? - How well do we perform if compared to the plans / roadmaps? - How well do we achieve our milestones and strategies?
	7. Our MAP engages with everyone who should be present.	<ul style="list-style-type: none"> - Do we include the important actors for policy making? - Do we include critical private sector organisations? - Do we include key actors that have different opinions? - Does the group include the vulnerable people and are their interest sufficiently represented?
	8. We established a culture of dialogue, collaboration and transparency.	<ul style="list-style-type: none"> - How do we collaborate and communicate with each other? - Is there trust and respect among the members of the MAP? - How are the dialogues among us and with others? - Are all processes and decisions documented and transparently communicated?

Maturity Assessment



Structure & Processes	9. Our steering structure and processes are matching the needs of the MAP.	<ul style="list-style-type: none"> - How is the steering / decision making process in our MAP? - Are we including the most important stakeholder, including women in the steering structure? - Is the steering structure adequate in matching the ambitions and needs of the MAP?
	10. We are all clear on our own and everyone else's role in our MAP.	<ul style="list-style-type: none"> - Do I know what my own role is in the MAP? - Do I know what the role of all others is in the MAP? - Are there important functions or roles, which are not there, or not considered?
	11. A secretariat is the backbone of the MAP and performs key functions.	<ul style="list-style-type: none"> - Is the secretariat well established? - What are the main functions of the secretariat? - Does the secretariat perform those functions well?
	12. External support by the international team or consultants is well utilized.	<ul style="list-style-type: none"> - Are we clear about the functions of the international team (WHH / CSA)? - Are we clear about the use of external consultants? - How well are they performing their functions?
Finances	13. We mobilize sources of funding for our MAP to achieve its objectives.	<ul style="list-style-type: none"> - How well is our MAP funded? - Are we actively looking for funding from new sources?
	14. We are accountable and modest in using financial resources.	<ul style="list-style-type: none"> - Are we aware of the budgets we have available? - Are we confident that the financial resources are used in an accountable way? - Are we modest and cost-efficient in using the resources?

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1.5. Performance Check of the team – looking at the efficiency and effectiveness

Step 1: Preparation

The secretariat fills templates to understand the outputs of LfL since Sep 2020 along three key processes

- **Dialogue and capacity building process**, incl stakeholder dialogues, thematic working group meetings, workshops, lobby meetings ...
- **Communication process** incl. website, articles, policy papers, strategy docs, also media coverage
- **Steering and Management Process** incl strategy meetings, board meetings etc.

Step 2: Workshop

The lists are reviewed during the workshop in a reflection cycle along each of the three processes

- What went well?
- What did not go so well?
- What are the key insights and learning along those processes

Step 1. Intro to the exercise

Step 2. Everyone in the workshop can write cards on each of the three processes

Step 3. Three working groups review all the cards and develop insights

Step 4. Presentations of insights

Step 3: Interviews

The insights are triangulated in interviews and the insights are amended accordingly

Workshop



Timing	Day 1 Review	Day 2 Planning
Session 1 9.00 – 10.40	<p>Check-in exercise 20'</p> <p>Introduction to the assessment methodology 20'</p> <p>Review of the Strategy document</p> <ul style="list-style-type: none"> - Presentation of the strategy documents - Key insights 	<p>Check-in exercise</p> <p>Maturity Assessment I</p> <ul style="list-style-type: none"> - Present and confirm the results from the online assessment incl. comments by key informants 30' - Reflection in groups on 4 priority statements 60'
Session 2 11.00- 12.30	<p>Performance check</p> <ul style="list-style-type: none"> - Dialogue events and their efficiency and effectiveness - Presentation of communication and policy documentation and efficiency and effectiveness - Generating lessons learned and Key insights 	<p>Maturity Assessment II</p> <ul style="list-style-type: none"> - Presentation and feed forward on the group work 40' - Generating insights 30'
Session 3 13.30 – 15.10	<p>Energizer 10</p> <p>Outcome Harvesting I</p> <ul style="list-style-type: none"> - Establish the scope & define: What is an outcome 20 - Presentation and iteration of the timeline of the last years and key outcomes so far 40' - Selection of key outcomes for the narratives 	<p>Energizer 10</p> <p>Summary and clustering of key insights</p> <ul style="list-style-type: none"> - Groups summarize key insights and conclusions / priorities for the future (per 2-3 categories) - Presentation and consolidations of conclusions / priorities
Session 4 15.30 - 17.30	<p>Check-out 10'</p> <p>Outcome Harvesting II</p> <ul style="list-style-type: none"> - Developing outcome narrative & Identifying outcome evidence 60' <p>Generating Insights / Lessons 30'</p> <p>Introduction to maturity assessment 30'</p> <p>Homework: online questionnaire</p>	<ul style="list-style-type: none"> - Personal commitments 20 - Evaluation 10' - Checkout 30 <p>End by 16.30</p>

Key informant interviews



S.N	Name	Organization	Position
1	Ahmed Abdulahi	Ministry of Agriculture	Senior Legal Expert/Advisor
2	Bekelcha Bedane	Oromia Industry and Investment Bureau	Director
3	Christian Mesmer	GIZ	Program Manager
4	Dawit Abdisa	Oromia Land Bureau	Director
5	Dr. Zerihun Mohammed	Forum for Social Studies	Executive Director
6	Tezera Getahun	Pastoral Forum Ethiopia	Executive Director
7	Matthias Spaeth & Tiringo Hailegabriel	Welthungerhilfe	Regional Representative Horn of Africa
8	Workwoha Mekonen	NA	LfL Board Chairperson
9	Yoseph Negassa	Action for Development	Executive Director

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Ethiopia

3. Maturity of the MAP

Statements:

1. We are all aware about the purpose of LFL. 8.8
2. Our purpose and narrative of the MAP inspires and attracts new actors. 6.8
3. We focus on the rights of the most vulnerable. 6.3
4. We develop inclusive and impactful strategies and road maps. 7.0
5. We monitor progress and adjust our plans regularly. 6.5
6. We perform well in terms of implementing roadmaps and strategies. 7.4
7. Our MAP engages with everyone who should be present. 6.4

8. We established a culture of dialogue, collaboration and transparency. 4x 7.9
9. Our steering structure and processes are matching the needs of the MAP. 7x 8.1
10. We are all clear on our own and everybody's role in the MAP. 7.9
11. A secretariat is the backbone of the MAP and performs key functions. 4x 8.1
12. External support by the international team is well utilised. 2x 8.0
13. We mobilize sources of funding for our MAP to achieve its objectives. 4x 6.4
14. We are accountable and modest in using financial resources. 8.1

We used an online questionnaire and validated the results then in the plenary.

We further discussed

- Statement 3 and 7 on engagement and vulnerable groups
- Statement 8 on the culture of dialogue
- Statement 11 on the secretariat as a backbone – here also statement 5 on progress and monitoring was integrated.
- Statement 13 on the mobilization of funding

Template

Statement:

MAP engage with every one who should be present
+ vulnerable group.

Why scored in this way?

1. Limitation of engagement
2. Limitation of accessing higher official & insecurity issues (Election, Covid, ...)
3. Inadequate event organization
eg. Content & methodology that address the community

Why is it a priority

1. It needs ^{continuous and} executive engagement
2. It support to achieve the goal
3. It create knowledge development and bring stakeholder in the same page

What are our learnings?

- * Inclusiveness to participate Land claimant stakeholders & ground community ^{Strategies}
- * Need to amend or revisit ^{with} engagement strategies ^{regarding to}
- * ^{Define} learning principle of participation
- * Planning customizing events that address all participants.

Statement

We establish a culture of dialogue
collaboration and transparency.

Why scored in this way.

1. It's participatory & create conducive environment for accessing different ideas.
2. It increase & strengthen partnership
3. It bases for sustainability of the platform.

Why is it a priority.

1. It's a new culture & phenomena
2. It brings common understanding among the stakeholders.
3. It brings transparency & accountability.

What are our learnings

- * We have to work in dialogue.
- * Dialogue strengthen the partnership.
- * Dialogue create networking knowledge sharing.



Here the results of the groups on

- Statement 3 and 7 on engagement and vulnerable groups
- Statement 8 on the culture of dialogue



Ethiopia

4. Outcomes registered

Outcome 1: Oromiya Land Bureau commits to support a decentralized MAP in two target Woredas with agricultural investors

Significance:	<ul style="list-style-type: none"> The decentralized MAP can become a bottom up feedback process into policy making This will be a pilot for a decentralized MAP with relevance for other regions of the country There are positive investment cases existing in those Woredas, one can learn from This may result in better terms for thousands of people in those Woredas as the MAP avoids conflicts and enables participation This also manifests the collaboration with the Oromiya Land Bureau
How did LfL contribute	<ul style="list-style-type: none"> One of the board member of LfL is working in this Bureau and helped establish this connection. Other colleagues of the Bureau participated in the investment workshop and the thematic group on RAI, and other events organized by LfL Lobby activities by MAP secretariat through a meeting with the Bureau Head that resulted in concluding the agreement
Context:	<ul style="list-style-type: none"> Woredas that were initially selected have now conflicts and implementation could not be materialized => Subsequently new woredas were then selected There is a current revision of the investment directive to allow and regulate contract farming. This is conducive as it will help small holders to work transparently with investors.
Evidence	<ul style="list-style-type: none"> Project agreement has been signed with the Land Bureau and the finance Bureau. The agreement includes the activities in the Woredas, and other activities of LfL. The Bureau sent letters to the 2 Woreda Offices to support the initiative and the decentralized MAP, and follow up activities.

Outcome

Oromiya Land Bureau Head commits to support a decentralized MAP in ~~central~~ target Woredas (2) with agricultural investors.

Significance

- bottom up feedback into policy process
- there is a positive investment case
- this will be the pilot for decentralized MAP
 - ↳ relevance in other regions
- avoid conflict + enable participation
 - ↳ better terms for 1000 of people

Actions LfL

- MAP Member is from this Bureau
- other colleagues participated in investment workshop + thematic group
- Met bureau head and concluded

Context

- Woredas that were selected have now conflict
- Revision of Investment Directives + Contract Farming
- New Woreda was selected (Both)

Evidence

- ↳ transport
- Committed Resources to 2 Woredas
- wrote support letters
- Demand support for training
- Not yet a concrete design of the decentralized MAP - was supposed to be done during cancelled mission

Outcome 2: State Minister of Agriculture Investment listens to Land for Life and commits to have a collective event (the RAI conference)

Significance:	<ul style="list-style-type: none"> - In accordance to the LfL strategy - Could be a stepping stone to actually influence policy - Creates opportunity to link with higher officials/policy makers, investors,
How did LfL contribute	<ul style="list-style-type: none"> - Thematic working group on RAI and the corresponding policy brief targeted the state minister - LfL team got an appointment with the state Minister and identified a suitable agenda that will strengthen collaboration in the future with the ministry - LfL team discussed with the state minister the current challenges and opportunities in the RAI at country level
Context:	<ul style="list-style-type: none"> - Minister has been faced by concrete issues in relation to land management and contract farming and data - The challenges in the domestication of international standards, principles and frameworks and guidelines in the domestic laws (VGGT, RAI, FPIC etc) - The sustainability of the agricultural investments with community, and government relation
Evidence	<ul style="list-style-type: none"> - Shared confidential documents - Meeting report with the state minister - Networking LfL with government initiatives working in the areas of agricultural investments(ATA) - Invitations by the state minister in investment forum - State minister assigned a focal person / deputy Director to follow up with LfL

• Outcome 1

State Minister of Agriculture Investment
listens to LfL and commit to have collective event (RAI Conference)

Relevance / Significant

- according to our strategy
- Community may benefit from
- stepping stone to actual influence on policy

What did the initiative do?

- thematic working group + policy brief targets State Ministry
- Get appointment + identify agenda
- Discuss the agenda

Contextual Factors

- Minister has concrete issue on land management + contract farming

+

Evidence

- Shared confidential documents
- Meeting Report
- Assigned Focal Person / Dep. Director

Outcome 3: State Minister of Natural Resources Management, Rural Land Administration and Use Directorate listens to Land for Life and commits to Co organize Ethiopian Land day

Significance:	<ul style="list-style-type: none"> - In accordance to the LfL strategy - Opens door for National level Policy dialogues - Opportunity to network with key national actors in the land sectors
How did LfL contribute	<ul style="list-style-type: none"> - Share policy briefs - Present to the Director the current contexts of land administration based on contextual analysis and assessments made on the three thematic areas - Invite the experts from ministry to participate in the LfL events - LfL Participate and contributes in the draft policy discussion organized by the ministry like in draft rural land administration and use - LfL prepares and share concept notes for collaboration to co organizing events - LfL connects the ministry with international initiative like VGGT 10+ to collaborate with LfL
Context:	Capacity building need of the bureau experts in the land magt areas Knowledge transfer and experience sharing
Evidence	<ul style="list-style-type: none"> - Email communications - Concept notes - Invitations - Bilateral meeting

POLICY MAKING PROCESSES

① The Oromia Regional Land Bureau actively engages in Policy dialogue (with LfL)

Significance: • LfL started functioning in Oromia
• LfL focus in Oromia

LfL Action: • Organize trainings for them and other stakeholders
• Hold dialogue sessions

Context: • Management change in the Bureau
• Regional land related conflicts
• Displacement of farmers & pastoralists

Evidence: • Training reports and attendance lists
• Operation Agreement between LfL and Bureau Head
• Communications between LfL and the Bureau Head and staff

Outcome 4: The Irrigation and Pastoralist Bureau Head shows interest to collaborate with LfL

Significance:	<ul style="list-style-type: none"> - This bureau is one of the key land institutions in charge with pastoral communal land administration - This is a LfL target and strategy
How did LfL contribute	<ul style="list-style-type: none"> - LfL organized two workshops and invited bureaus - LfL organized field visit with the pastoral bureaus - Developed policy brief on pastoralism - Held one-to-one lobby meetings with the bureau head - Policy brief shared and presented to the bureau head
Context:	<ul style="list-style-type: none"> - Displacements in the pastoral areas - Marginalization of pastoralists in policy making processes - Drought and challenges of the livelihood - Lack of awareness/attention to communal land right issues
Evidence	<ul style="list-style-type: none"> - Concept note is shared and discussed with the bureau and reached to agreement to co-organize pastoral conference - Field visit Community engagement report and photo archives

② The Irrigation and Pastoralist Bureau Head shows interest to collaborate with LfL

Significance:

- IPB is one of the key land institution
- Part of LfL strategy / Target

LfL Action:

- Organise 2 workshops for Govt Bureaus
- Organise field visit with Pastoralist bureaus
- Develop a Policy brief on Pastoralism
- Hold one-to-one lobby meetings with Bureau Head
- Conduct Research on pastoralism issues

Context:

- Displacements ~~of~~ in Pastoral areas
- Marginalisation of Pastoralists in policy making Processes

Evidence:

- Workshops reports & Attendance lists
- Field visit report & Photo archives
- Policy brief
- Research document

Outcome 5:	The Pastoral Forum Ethiopia recognizes LfL as institution working on the betterment of pastoralists
Significance:	<ul style="list-style-type: none"> - Opens opportunity of advocacy for LfL - Strengthens networks, collaboration, creates opportunities for learning
How did LfL contribute	<ul style="list-style-type: none"> - Pastoral policy brief is prepared - Discussion took place face to face with the director - The directors invited and participated in LfL events - Continuous information sharing, for example GLF as PFE is a member organization of ILC
Context:	<ul style="list-style-type: none"> - They were in need of a platform like Land for Life to identify land related directions - Challenges of advocacy experience from national CSOs - Less events that is relevant to LfL advocacy experience at country level - Networking and collaboration for advocacy
Evidence	<ul style="list-style-type: none"> - Invitation to key events which has opportunity for networking, advocacy and experience sharing, Like Ethiopian Pastoral Day - Recommended Land for Life to the ILC for Networking - Regular information exchange by email - Invitations to LfL to be a member of Pastoral Forum Ethiopia

OUTCOME :- Pastoral Forum
 Eth: - Recognizing LfL as
 Institution working for the
 betterment of Pastoralists.
Significance :- It
 supports LfL's policy advocacy
 - strengthening net working.
LfL action :-
 - Pastoral policy brief prepared
 - Discussion took place - Face-to-Face
 - Agreement reached (orally) ~~and~~
CONTEXT
 - They were in need of platform like LfL
 to identify land related directions
EVIDENCE :- Invitation to pastoralists Gathering
 - Recommended LfL to ILC (for networking)
 - Regular information exchange (E-mail)



Ethiopia

5. Performance Check



Performance Check Communication Process

This was done in group work

Green Cards – What went well

Orange Cards – What did not go so well

Yellow cards – What are the learnings and insights

Then in plenary

White cards – Learnings & Insights - Additions in the plenary

Good step forward with the existing communication strategy

Actionable communication strategy

Existing communication tools:

- Website
- Newsletter
- Blogs
- Soc. media (FB)

Inadequate clarity on the relevance, timeliness & effectiveness of Comms tools:

- Content of the website
- timely public posts
- selection of media for covering activities

Other tools like Telegram are commonly used by Ethiopians are missing

Analytics of Comms tools
Users are missing:

- How many visitors for the website?
- How many followers of spt pages?
- How many subscribers of the new skills?
- Who are the targets?

Strong commitment to develop policy/advocacy documents and conduct research (on a voluntary basis)

Research reports not of a good quality as expected (delayed the finalisation of Policy briefs)

Decision to revise the research reports internally

Clear target for policy briefs: the policy makers

Lack of clarity on the dissemination of the policy briefs to target groups

Good step forward with the existing communication strategy

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What did not go so well?

- Boke
- Buta Get.
- Husein
- Aleis

What are our learnings + insights?

- not yet proved on mass media → would be needed!
- Dissemination not clearly defined - not the case!
- Group had insufficient knowledge!
- Actually have clarity on timing etc
- Com. Monitoring → Have the data
- Secretariat suffered a lot to get policy makers!
- person to person need impetate!

What went well?

- * Communication strategy
- * Communication tools - website - newsletter - blogs
- * Policy docs & Research outputs

Communication process like accessibility

- * Communication should be done to reach most of the people to reach our people as way of communication will consider accessible media

Communication

- Doesn't include Amharic - Benshangul activities

Communication process

- Limitation on using the interpreted approach simultaneously / fully / in our documents
- Outreach / Monitoring of communication endeavors

LFL-ETH website

- Reaching audiences posting blogs of our events
- In communication process
- * Starting to reach majority by presence of some committees means create awareness for the public, land claimer claimant institution & policy maker

LFL-ORG website

- Why? main communication channel to disseminate information

Finalized Comma Strategy

- Why? It guides all the communication activities

Assessment Studies in 3 Areas (EAS, PP, & pastoralism)

- Why? Gives clear policy advocacy issues on land governance

Communication

- timeliness and relevance
- Internal and external
- commitment of staff

Communication

- Doesn't include Amharic - Benshangul activities

Performance Check

Communication Process

This was done in group work

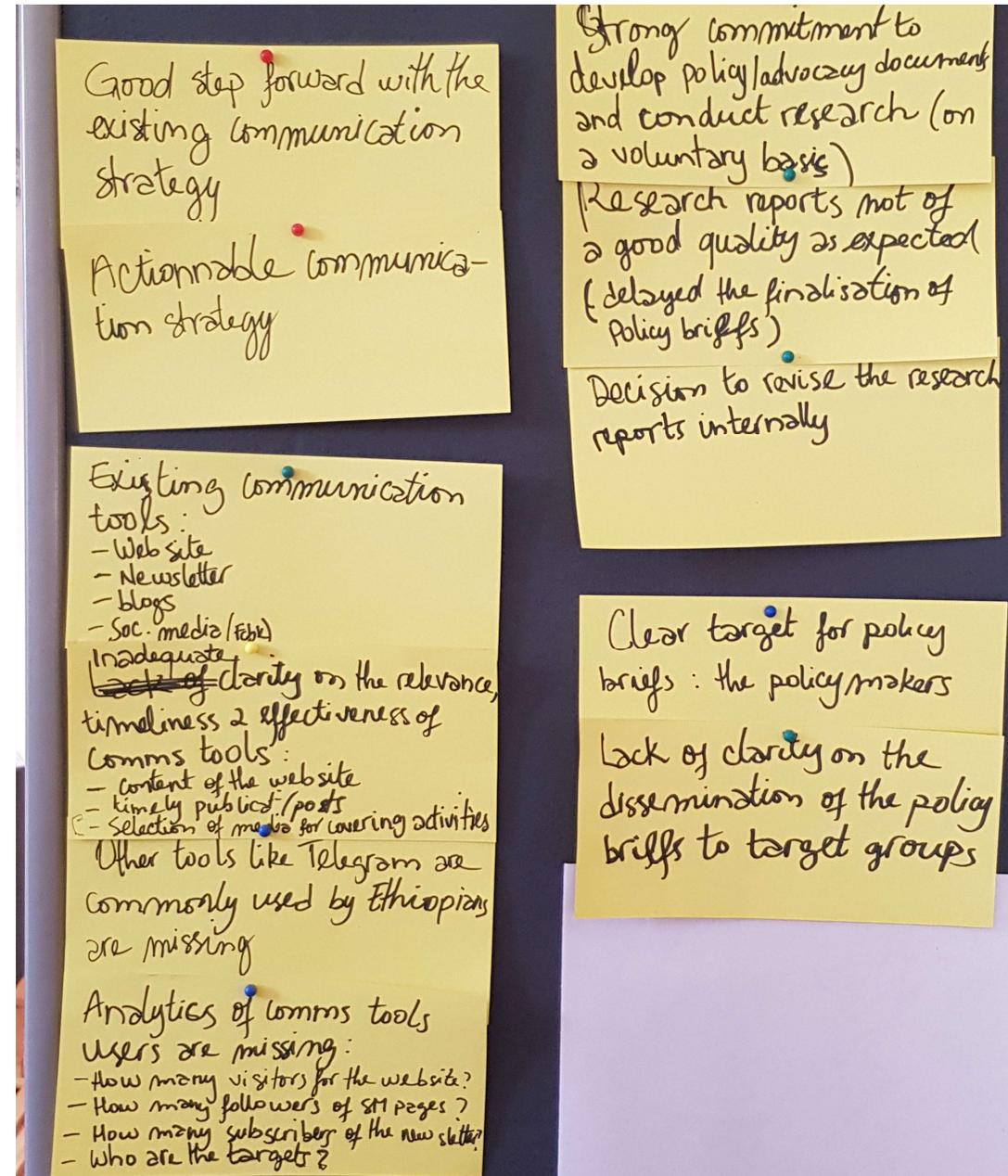
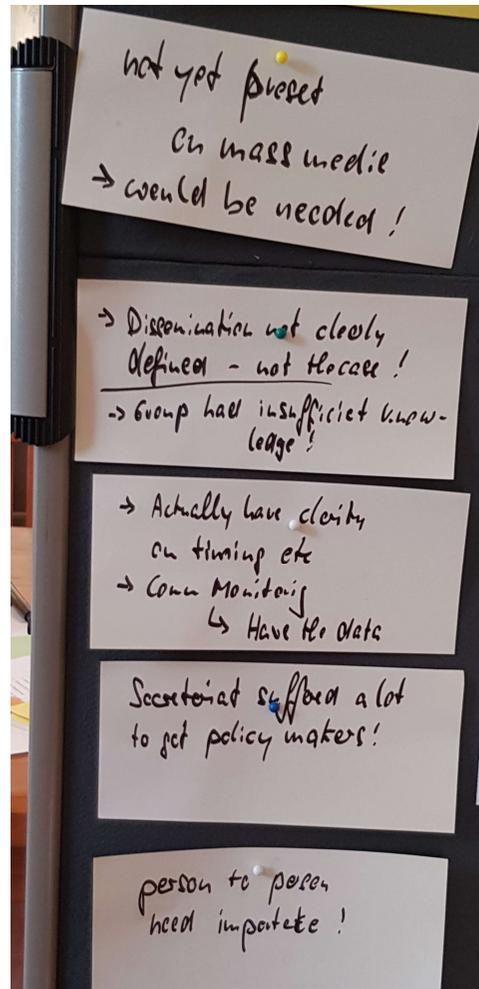
Green Cards – What went well

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Then in plenary

White cards – Learnings & Insights - Additions in the plenary



Performance Check Dialogue and Engagement Process

This was done in group work
Green Cards – What went well
Orange Cards – What did not go so well
Yellow cards – What are the learnings and insights
 Then in plenary
White cards – Learnings & Insights - Additions in the plenary

The board features a central diagram titled "Dialogue + Engagement Process" with a circular arrow around it. The diagram is surrounded by numerous sticky notes in various colors (green, orange, yellow, white) containing handwritten text. The notes are organized into several sections:

- Green Cards (What went well):**
 - Participating national knowledge (green)
 - Private sectors to be engaged more (orange)
 - Participants of all hesitant (orange)
 - Less engagement of communities in search dialogues (orange)
 - Policy process Validation workshop (green)
 - Important steps and steps (green)
 - Change in participation (green)
 - Workshop on Federal and Org's invest (green)
 - Training on land and org's invest (green)
- Orange Cards (What did not go so well):**
 - Strongly pushing the government to engage on land issues (orange)
 - Private sectors to be engaged more (orange)
 - Participants of all hesitant (orange)
 - Less engagement of communities in search dialogues (orange)
 - Meeting with oromia (orange)
 - Investment Round table (orange)
 - Regional MAP workshop on devt of RAI BES (orange)
 - Bi-ethnic meeting in Gost (orange)
- Yellow Cards (Learnings and insights):**
 - Inclusion: Severally some limitation on participation in dialogue (yellow)
 - Trainings are important to develop knowledge and having people on the same page (yellow)
 - The MAP + its events cover a broad range of issues. This is seen as a strength! (yellow)
 - Participation of affected communities motivates them to work with IFL (yellow)
 - 7. Field management generally good (prop, field, "spikes") but weekly too short time to cover (yellow)
 - 8. Online workshops remain a challenge (time, work environment, platform) (yellow)
- White Cards (Learnings & Insights - Additions in the plenary):**
 - Have we really build confidence? Only on workshop with focus (white)
 - Apocalypse not considered in policy brief (white)
 - Dialogue skill at infant stage (white)
 - 1. Inclusion: Severally some limitation on participation in dialogue (white)
 - 2. Trainings are important to develop knowledge and having people on the same page (white)
 - 3. The MAP + its events cover a broad range of issues. This is seen as a strength! (white)
 - 4. Participation of affected communities motivates them to work with IFL (white)
 - 5. Lobbying shall have success, however, having high-level officials in the large events is critical! (white)
 - 6. Online workshops remain a challenge (white)

Performance Check Dialogue and Engagement Process

This was done in group work

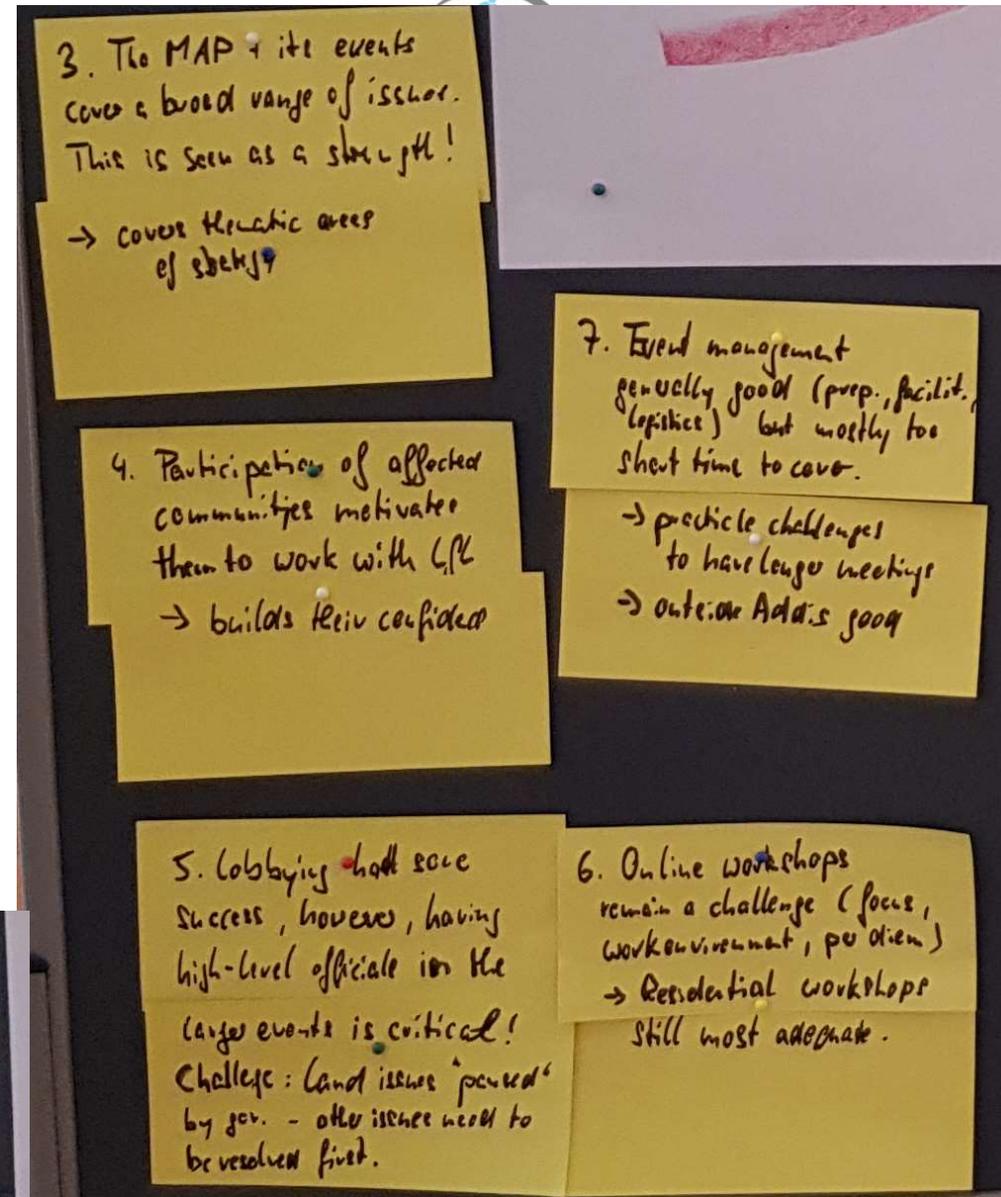
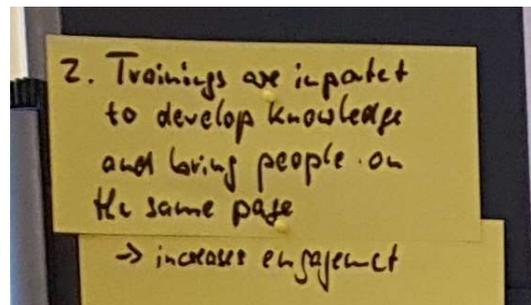
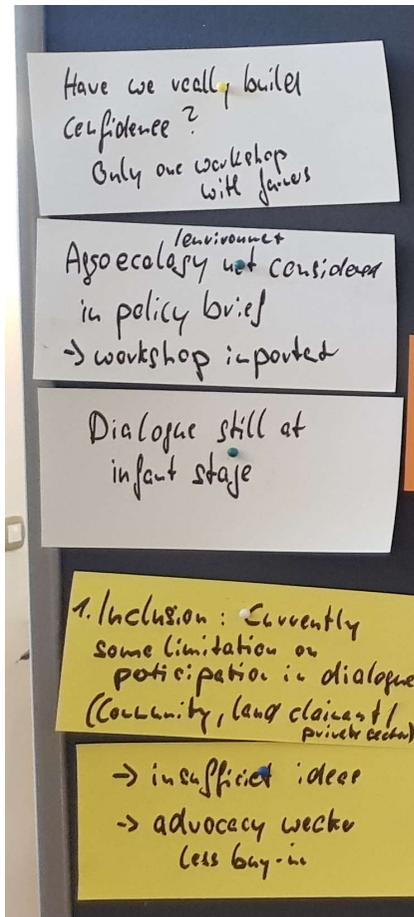
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Yellow cards – What are the learnings and insights

Then in plenary

White cards – Learnings & Insights - Additions in the plenary



Performance Check Steering Process

This was done in group work

Green Cards – What went well

Orange Cards – What did not go so well

Yellow cards – What are the learnings and insights
Then in plenary

White cards – Learnings & Insights - Additions in the plenary

THE SECRETARIATE
participation in all meetings strengthen Engagements of Stakeholder

- Non-planner / transparent activities caused confusion / Misunderstand between Regional LFL MAPs

- G.A. Assembly helps for LFL legitimacy, advocacy and trust worthiness of LFL-Ethiopia

- Absence of Executive Comm. plan caused un-clear non equal participation of board members
- non-planned meetings that caused non-attending members

- Interesting in secretariat daily work activities by board members

Relation of National to Amhara MAP not clear!
→ dialogue slots in Jan about HOV

Appreciate!

GA founding meeting
memberships are limited (esp. community members not included)

Steering process
* Local Q. schedule
* the steering committee didn't has permanent schedule to do meeting only they plan when the meeting

All Committee not Participate equally
→ There was interference from board in steering trial (almost bot)

Map LFL A. Plan
- Did not include Establishment process in MAP-AMHARA + its Relation with LFL-Eth

Steering Process participation
- the secretariat is highly participatory & consider the point which is raised in the meeting.

Management
- LFL-Eth Annual plan
- Clear plan

Strengthening Institution (LFL) capacity

Steering support
- previous board

- Founding GA meeting
Why: critical to establish the Orgs (LFL-Eth)

→ Commitment
→ Idea sharing
→ Informations (CO-Strategies LFL)

What did not go so well?

What are our insights + Learnings

Steering Process

- evaluation
- planning LFL
- strategy

What went well?