



## **DREAM II Conference**

**Adama, Ethiopia**

**15 -18 March 2022**

The challenges of a complex development  
stakeholders landscape in Ethiopia  
Do too many cooks really spoil the broth

Dr. Alena Sander  
15 March 2022

# Complex development stakeholder landscapes

- many development donors with different interests and too many financial resources;
- local governments do not or cannot take over the role of the coordinator;
- local civil society organizations do not fulfill the role of the democratic watch-dog and drivers of social change;
- beneficiaries of development projects are not organized.



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# Consequences of complex development stakeholder landscapes

- donors spend money for the sake of spending;
  - funding is misused by stakeholders;
  - benefits do not trickle down to local beneficiaries;
  - donors, governments and local civil society organizations inflate artificially;
  - donors compete over beneficiaries, visibility and innovation;
- objectives are not achieved, the situation does not change for the better



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# Negative repercussions for beneficiaries

- beneficiaries become the playball of bigger development stakeholders' interests;
  - beneficiaries are instrumentalized by the government to access more funding;
  - little to no impact and positive change for beneficiaries.
- Development goals remain unachieved.
- Do-no-harm?



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## Coordination means

“the unification, integration, synchronization of the efforts of group members to provide unity of action in the pursuit of common goals”.



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# Why coordination does not work

- different or diverging interests;
- functioning of the development system;
- available resources and their allocation



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Cooperation means

“the *act* of working together for a common purpose or benefit”.



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# Why cooperation does not work

- donors follow different procedures;
- diverging development strategies;
- donor competition and focus on visibility instead of impact;
- Unequal power relations between donors and Ethiopian partners.



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# Personal reflection

Take 15 minutes to reflect upon questions related to the reasons which hinder coordination in the context of Ethiopia.

Write down your thoughts anonymously on the cards you find on the table.

Hand over the cards to the moderator who will attach them on the wall.



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# Personal reflection

- What are the economic and political interests your organization has in Ethiopia and / or working in the Ethiopian lowlands? How do they interfere with stakeholder coordination?
- what are the buzzwords in your field that need to be defined? How do you define these buzzwords from your organization's perspective? How are they based on beliefs and values?
- What is your personal motivation to work in your field? Does it interfere with stakeholder coordination? If yes, how?
- What are the rules that the development system imposes on you and your organization / institution, and how do they impede coordination?
- What concrete resources does your organization / institution have that may be used to promote coordination?
- Is there anything else you would like to share?



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# Conclusion

- Create awareness about the challenges and factors hindering coordination and cooperation;
- Appoint a coordinator - ideally, your Ethiopian partner;
- Agree upon one common road map, that is one strategy, including a common log frame.



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# Thank you!

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