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Project No. FED/2020/422 – 457

DRAFT

Communications and Visibility Strategy

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ABBREVIATIONS

AFD	French Development Agency
C&V Strategy	Communication and Visibility Strategy
CSO	Civil society Organisation
DAC	Development Assistance Committee
DP	Development Partners
EDCMA	Ethio-Djibouti Corridor Management Authority
EMA	Ethiopian Maritime Authority
ETLSP	Ethiopian Trade and Logistics Support Programme
EU	European Union
EUD	European Union Delegation
ELSA	Ethiopia Sectoral Logistics Associations
EMA	Ethiopian maritime Authority
ESLSE	Ethiopian Shipping and Logistics Services Enterprise
eSW	Ethiopian Electronic Single Window for Traders
ETLSP	Ethiopia transport and Logistics Support Programme
GOE	Government of Ethiopia
KE	Key Expert
LTO	Logistics Transformation Office
MOTL	Ministry of Transport and Logistics
NKE	Non-Key Expert
NLC	National Logistics Committee
NLS	National Logistics Strategy
NKE	Non-Key Expert
OECD	Organisation for Economic Cooperation and Development
TA	Technical Assistance
TMEA	TradeMark East Africa
TSWG	Transport Sector Working Group



Ethiopia Transport and Logistics Support Programme Summary

Partner Country	Federal Democratic Republic of Ethiopia
Contracting Authority	The European Union, represented by the European Commission, on behalf of and for the account of the Government of Ethiopia
Client	European Union Commission
Programme Title	Technical Assistance to Ethiopia's Transport and Logistics Sectors (working title: Ethiopia Transport and Logistics Support Programme – ETLSP)
Contractor	DT Global
Team Leader (KE1) - Logistics Expert	Mark Pearson
Senior Transport and Logistics Specialist (KE2)	Mekonnen Abera
Non-Key Experts	NKE1 – Shipping Expert – Gilbert Mbae Maeti NKE2 – C&V Expert – Richard Humphries NKE3 – Data Analyst and Web Designer – Diederik de Roos NKE4 – Logistics Expert – Mekonnen Abera NKE5 – Logistics Policy Adviser – Matiwos Ensermu Jaleta NKE6 – TTFP Expert – to be advised NKE7 – Railway Expert – to be advised NKE8 – Road Engineer – to be advised NKE9 - O/D Survey and Freight Projections Expert – to be advised NKE10 – Shipping Data Expert – to be advised NKE11 – Warehouse/ICD Expert – to be advised
Project Duration	34 months (22 February 2021 to 31 December 2023 after signature of Addendum 2 in August 2022)
Overall Objective	Enhance regional integration and increase competitiveness of Ethiopia in a sustainable way. Support the Government of Ethiopia meet the Performance Indicators of Ethiopia's Regional Connectivity and Competitiveness Sector Reform Performance Contract.
Specific Objectives	Specific objective 1: Improved quality of service of Ethiopia's regional transport corridors Specific Objective 2: Increased efficiency and effectiveness of the logistics sector Specific Objective 3: Improved environmental/climate and social performances
Purposes	In the framework of the Ethiopia's Regional Connectivity and Competitiveness Sector Reform Performance Contract (the Budget



	Support Programme), to support the policy dialogue in transport and logistics and the achievement of objectives and targets through: - Transfer of knowledge on logistics and transport best practices: provide technical assistance to the responsible government bodies to implement the logistics strategy, to improve the existing logistics system to international standards and modernise the transport services to better facilitate logistics (including for instance mode share to rail, inter-modality, axle overloading control, vehicle standards, road safety, time, etc.). - Technical Support on defining and implementing the logistics reforms: provide data evidence, best practices examples and contributing to bringing the reform of the logistics sector higher in the political agenda, ensuring the participation of CSOs in the policy making process and accelerate its pace. - Support on defining and monitoring relevant corridors' performance indicators and standards: to improve the monitoring and data collection (including environmental/climate performances and road safety), contribute to improving environmental and safety standards.
Expected Results	Result 1: Technical advice was adequately provided to the Government to facilitate the achievement of the 2021 Variable Tranche of the Ethiopia's Regional Connectivity and Competitiveness budget support performance indicators. Result 2: Data are timely available for the Government to be able to introduce their disbursement request for the 2021 Variable Tranche of the Ethiopia's Regional Connectivity and Competitiveness budget support. Result 3: The government bodies involved in the implementation of the logistics strategy are equipped with the necessary skills to implement the interventions (with the best knowledge of international best practices and internationally recognised standards) and to accelerate the path of reforms. Result 4: Transport services are improved in respect to vehicle fleet standards, modal shift, assets preservation. Result 5: Data collection and monitoring management systems are in place to inform policy making and ultimately to improve the regional corridors performances (including environmental and safety standards).



1 Introduction

This Communications and Visibility Strategy is guided by the EU's publication entitled "[Communicating and Raising EU Visibility. Guidance for External Actions](#)" dated July 2022.

The [Guidance from the European Union Commission](#) on communicating and raising EU visibility on external actions notes that recipients of EU funding have a general obligation to acknowledge the origin and ensure the visibility of any EU funding received. The visibility obligations apply equally, regardless of whether the actions concerned are implemented by the European Commission, through grants and procurement contracts, or partners through indirect management.

The Communications and Visibility (C&V) Strategy for the Ethiopia Transport and Logistics Support Programme (ETLSP) provides a condensed set of guidelines for the overall communication approach to ensure that the Programme, funded by the European Union, effectively communicates with immediate and secondary project beneficiaries and other target groups.

The C&V Strategy focusses on the objectives and key messages to be disseminated to the target groups and how these messages are to be disseminated. It covers the period from February 2021 to December 2023 and offers practical and effective communication channels, tools and activities to enhance visibility and effectiveness of the EU assistance to beneficiaries.

The C&V Strategy is intended as an overall vehicle to address communication issues and increase awareness and understanding of the activities, outcomes and outputs of the Programme amongst selected target groups.

The overall objectives of the ETLSP are to enhance regional integration and increase competitiveness of Ethiopia in a sustainable way; and to support the Government of Ethiopia to meet the Performance Indicators of Ethiopia's Regional Connectivity and Competitiveness Sector Reform Performance Contract.

The purpose of the ETLSP is to provide support to Ethiopia, through the provision of technical assistance, to assist Ethiopia to report on activities implemented and legislation and regulations in place agreed between the Government of Ethiopia and the European Union to trigger payment of the second tranche of the "Regional Connectivity and Competitiveness Sector Reform Performance Contract" referred to as the Budget Support Programme.

The amount allocated for the Budget Support Programme is EUR 98 000 000, and for complementary support is EUR 2 000 000. This amount is based on:

- the commitment of Ethiopia to implement a regional integration policy and a national economic reform agenda (including the reform of the logistics sector);
- the expectation that Ethiopia will continue on the positive path of the road sector policy implementation and will include a sound Road Sector Development Programme/Policy in the multiannual development plan;
- a level of support coherent with Ethiopia's absorption capacity and the amounts committed by the EU in previous Budget Support operations in Ethiopia;
- the assessment of financial needs for the implementation of the economic reform agenda and the commitment of other development partners (including EU Member States) to jointly support it;



- the consideration of already available funding in the sector of road transport and logistic, balanced with the own absorbing capacity of the respective sectors.

The general conditions for disbursement of all tranches are as follows:

- Satisfactory progress in the implementation of the Road Sector Development Programme (and its successor) and continued credibility and relevance thereof;
- Maintenance of a credible and relevant stability-oriented macroeconomic policy or progress made towards restoring key balances;
- Satisfactory progress in the implementation of reforms to improve public financial management, including domestic revenue mobilisation, and continued relevance and credibility of the reform programme;
- Satisfactory progress with regard to the public availability of accessible, timely, comprehensive and sound budgetary information.

The performance indicators for disbursement are described in the Budget Support Programme's 12 indicators which are aimed at supporting a policy dialogue in transport and logistics, the objectives of which are to:

- Transfer of knowledge on logistics and transport best practices: provide technical assistance to the responsible government bodies to implement the logistics strategy, to improve the existing logistics system to international standards and modernise the transport services to better facilitate logistics (including for instance mode share to rail, inter-modality, axle overloading control, vehicle standards, road safety, time, etc.).
- Technical Support on defining and implementing the logistics reforms: provide data evidence, best practices examples and contributing to bringing the reform of the logistics sector higher in the political agenda, ensuring the participation of CSOs in the policy making process and accelerate its pace.
- Support on defining and monitoring relevant corridors' performance indicators and standards: to improve the monitoring and data collection (including environmental/climate performances and road safety), contribute to improving environmental and safety standards.

The Euro 100 million Budget Support Programme is split between Budget Support (potentially Euro 98 million split between a disbursement of Euro 60 million on signature of the Budget Support Programme and up to Euro 38 million conditional on meeting the 12 indicator targets) and Technical Assistance (TA).

The ETLSP C&V strategy outlines some of the key messages and communication tools for engaging each stakeholder by keeping them informed about ETLSP's implementation progress and involving them in the capacity development and implementation process. The strategic roadmap includes:

- Defining the Target Audiences
- Defining Key Messages for each of the Target Audiences
- Setting communication objectives
- Conducting an Environmental Analysis
- Developing Key Messages
- Communication Implementation



2 Communication and Visibility Strategy

2.1 Communication Context

The core communication objective of the C&V Strategy of the Ethiopia Transport and Logistics Support Programme is to raise awareness and understanding of the programme's work and progress among key target groups.

There are three key categories of target group. These are:

- i) The European Union, who are both the client and the financiers of the Programme, and the Cooperating Partners who are members of the Transport Sector Working Group;
- ii) The Ministry of Transport and Logistics; Ethiopian Maritime Authority and the Logistics Transformation Office, who are the main beneficiaries of the Programme; and
- iii) Members of the Ethio-Logistics Sectorial Association (ELSA).

All of these have different characteristics and hence will require different communication approaches.

2.2 Objectives of the Communications and Visibility Strategy

The main objective of the ETLSP Communications and Visibility is to create an integrated communications strategy using, primarily, a website, but which may, later, be supplemented with a social media platform such as Twitter, to:

- Promote awareness to the private sector stakeholders of ELSA of the many benefits flowing from the implementation of the Programme;
- Ensure that the role of the EU and its cooperation with the Government of Ethiopia is recognised;
- Ensure that the Programme is seen to be implementing the Ethiopia Logistics Strategy and the transport and logistics policies adopted by the Government of Ethiopia by ensuring a regular flow of information regarding the Programme and its achievements;
- Highlight best practices in the logistics and transport sectors;
- Highlight progress being made on implementing programmes aimed at improving trade, transit and logistics corridors that link Ethiopia to the region's ports; and
- Influence national and regional policy on transport and logistics.

3 Target Audience

3.1 Main Stakeholders in the Transport and Logistics Sectors in Ethiopia

The main stakeholders in the Ethiopian Transport and Logistics Sectors are as follows:

- National Logistics Council (NLC)
- Ministry of Transport and Logistics (MOTL)
- Ethiopian Maritime Authority (EMA) and the Logistics Transformation Office (LTO)
- Ethiopian Shipping and Logistics Services Enterprise (ESLSE)
- Ethiopia Electronic Single Window for Traders (eSW)



- Ethio-Logistics Sectorial Association (ELSA) and its members.

3.2 Target Groups

For effective communication, it is useful to distinguish between the types of stakeholders the Programme communicates with, namely:

- Target Group 1:** The European Union Delegation (EUD) are the Co-Chair of the Transport Sector Working Group (TSWG), the activities of which are reported to the OECD DAC. The EUD is also the link between national programmes and regional and continental programmes such as the Horn of Africa Initiative; the EU's Global Gateway Programme; the Regional EDF's Trade Facilitation Programme managed through the COMESA Secretariat; and the Regional EDF's Support to the Ethio-Djibouti Corridor, with support provided through AFD to TradeMark East Africa (TMEA). The Cooperating partners who are members of the TSWG are also included in this Target Group.
- Target Group 2:** The Ministry of Transport and Logistics and its sub organisations such as the Ethiopian Maritime Authority (and its Logistics Transformation Office) and Ethiopia Shipping and Logistics Service Enterprise (ESLSE) who are responsible for public sector logistics and transport activities.
- Target Group 3:** Members of the Ethio-Logistics Sectorial Association (ELSA) which represents the major Ethiopian logistics supply chain customers, service providers, infrastructure owners and suppliers and whose members span the entire supply chain, incorporating road, rail, sea, air, seaports and dry ports.

	Target Audience	Communication Approach
Target Group 1	EUROPEAN UNION  The European Union has supported the Transport and Logistics Sector in Ethiopia through grants provided through National and Multiannual Indicative Programmes and Regional Programmes. Grants have been in the form of Budget Support and Programme Support.	- Use of the website. - Follow on Twitter. - Regular meetings and briefings. - Sectoral reports. - Work plan and regular performance updates. - Participation in TSWG DP meetings.



	Target Audience	Communication Approach
	WORLD BANK GROUP:  THE WORLD BANK IBRD • IDA The World Bank Group is an active Cooperating Partner in the transport and logistics sectors in Ethiopia. The WBG supports the sectors primarily through loan finance but vision of primarily loan finance but also grant finance. The WBG's flagship project is the Ethiopia Trade Logistics Project which is primarily aimed at developing Modjo Dry Port as a Logistics Hub.	- Use of the website. - Follow on Twitter. - Ad hoc meetings and briefings. - Participation in TSWG DP meetings.



	Target Audience	Communication Approach
Target Group 1	WORLD FOOD PROGRAMME  Although, technically, WFP is not a Cooperating Partner, it is an active and important player in the transport and logistics sectors in Ethiopia and a member of the TSWG. WFP manages the logistics of importing and distributing food aid and supports GOE's Productive Safety Net Programme (PSNP).	- Use of the website. - Follow on Twitter. - Ad hoc meetings and briefings. - Participation in TSWG DP meetings.
	UK - FOREIGN AND COMMONWEALTH DEVELOPMENT ORGANISATION  Foreign, Commonwealth & Development Office The UK Government and FCDO are active Cooperating Partners in Ethiopia's transport and logistics sector.	- Use of the website. - Follow on Twitter. - Ad hoc meetings and briefings. - Participation in TSWG DP meetings.
	AFD (FRENCH DEVELOPMENT AGENCY):  AFD manages programmes and projects in the transport and logistics sectors in Ethiopia and regional projects in the Horn of Africa from its East Africa Regional Office based in Nairobi.	- Use of the website. - Follow on Twitter. - Participation in TSWG DP meetings.
	AFRICAN DEVELOPMENT BANK  In the transport sector, the African Development Bank provides mainly loan finance for road infrastructure projects.	- Use of the website. - Follow on Twitter. - Ad hoc meetings and briefings. - Participation in TSWG DP meetings.
	GOVERNMENT OF THE NETHERLANDS/FLYING SWANS  The main programme in the logistics sector in Ethiopia supported by the Government of the Netherlands is the Flying Swan consortium cool chain project.	- Use of the website. - Follow on Twitter. - Liaising with staff in LTO. - Participation in TSWG DP meetings.

	Target Audience	Communication Approach
Target Group 1	AFFILIATED MEMBER: TRADEMARK EAST AFRICA:  Although not a member of the TSWG, TMEA is an important player in Ethiopia's transport and logistics sectors as an organisation that receives grant finances from Cooperating Partners, and acts as an implementing agency for these Cooperating partners.	- Use of the website. - Follow on Twitter. - Regular meetings/briefings with staff from TMEA HQ, the Addis Office and the Djibouti Office.
Target Group 2	The Ministry of Transport and Logistics  MOTL is the Government Ministry which is responsible for determining policy for Transport and Logistics. ETHIOPIAN MARITIME AUTHORITY/LOGISTICS TRANSFORMATION OFFICE  EMA, as an Authority under MOTL, and the LTO, which reports to the DG of EMA, are mandated to implement the National Logistics Strategy which addresses all implementation aspects of national logistics policy. The LTO is the Secretariat for the Minister-level Logistics Council, which is chaired by the Minister of Transport and Logistics. ETHIOPIA SHIPPING AND LOGISTICS SERVICE ENTERPRISE (ESLSE)  ESLSE is responsible for the transportation of all multi-modal cargo from source to the destination where customs clearance is done. It is the main logistics service provider in Ethiopia. ETHIOPIA ELECTRONIC SINGLE WINDOW  The Electronic Single Window (ESW system) is a one-stop service system that allows traders to submit all import/export related requirements in batch.	- Use of the website. - Follow on Twitter. - Monthly meetings with the Logistics Policy Adviser (NKE5). - Ad hoc meetings with the Minister and Advisors. - Meetings and discussions with LTO staff on the implementation of the NLS, Logistics Masterplan Diagnostic and Corridor work. - Meetings and briefings with the Head of LTO. - Meetings and briefings with the DG EMA. - Regular meetings with ESLSE to address issues of concern under the Logistics Master Plan Diagnostic and/or the Ethio-Djibouti Corridor work plan. - Regular meetings to ensure that data and information be shared, and duplication of effort is kept to a minimum.



	Target Audience	Communication Approach
Target Group 3	ETHIO LOGISTICS SECTORIAL ASSOCIATION (ELSA)  Ethio Logistics Sectorial Association Ethio Logistics Sectorial Association (ELSA) represents the major Ethiopian logistics supply chain customers, service providers, infrastructure owners and suppliers. Its members include the entire supply chain, incorporating road, rail, sea, air, seaports and dry ports.	- Regular (monthly) briefings and meetings with ELSA and its members to brief them on implementation of the Diagnostic and the EDCMA and to get feedback. - Regular meetings with larger members of ELSA – shippers (Maersk, MSC, CMA-CGM), clearing agents and freight forwarders.

The Communications Expert (NKE2) will assist with implementing the Communications and Visibility Strategy by:

- Keeping the C&V Strategy updated and relevant so that it is a live document.
- Monitoring relevant Twitter accounts and relaying the information so gathered to the Team Leader (KE1).
- Monitoring press and posting articles relevant to the Programme, meaning articles that appear in the Press on transport and logistics, including transport, trade and transit corridors, ports, railways, air transport, road transport, warehousing, inland container depots, free Zones and industrial parks, on the Programme website.

4 Key Messages

4.1 Logo



The **logo** is a star that points in all directions, depicting trade, transport and logistics between Ethiopia and all points of the compass, so domestic, regional, continental and global trade, transport and logistics. The colours used are the colours used in the national flag.

4.2 Key Messages to different Target Groups

The following Key Messages will be conveyed to the various Target Groups.



Target Audience	Key Messages
EUROPEAN UNION	- How, in the framework of Ethiopia's Regional Connectivity and Competitiveness Sector Reform Performance Contract (the Budget Support Programme) the policy dialogue in transport and logistics has been supported. - How ETLSP has assisted in preparing the draft report outlining the performance of Ethiopia regarding implementation of activities, adoption of regulations and passing of legislation to meet the 12 Budget Support Indicators. - How ETLSP is working with the Government of Ethiopia to update the Budget Support performance report for the EFY 2014 (8 July 2021 to 7 July 2022). - How the quality of service of Ethiopia's regional transport corridors is being improved - How the efficiency and effectiveness of the logistics sector is being increased. - How the environmental/climate and social performances are being improved. - How the ETLSP has used best practices to transfer knowledge on logistics and transport. - How the ETLSP has provided technical assistance to the responsible government bodies to implement the logistics strategy, to improve the existing logistics system to international standards and modernise the transport services to better facilitate logistics. - How ETLSP has used technical support on defining and implementing the logistics reforms, contributing to bringing the reform of the logistics sector higher in the political agenda, ensuring the participation of CSOs in the policy making process and accelerate its pace. - How ETLSP has provided support on defining and monitoring relevant corridors' performance indicators and standards, on improving the monitoring and data collection (including environmental/climate performances and road safety) and contributed to improving environmental and safety standards.
COOPERATING PARTNERS IN THE TSWG	- How the quality of service of Ethiopia's regional transport corridors is being improved. - How the efficiency and effectiveness of the logistics sector is being increased. - How the environmental/climate and social performances are being improved. - How ETLSP has provided support on defining and monitoring relevant corridors' performance indicators and standards, on improving the monitoring and data collection (including environmental/climate performances and road safety) and contributed to improving environmental and safety standards.
MOTL, EMA and ESLSE	- Updates on the Logistics Diagnostic Masterplan. - Updates on the Ethiopia-Djibouti Corridor Management Authority. - Updates on other activities being undertaken by ETLSP in implementing the NLS.
ELSE	- How the quality of service of Ethiopia's regional transport corridors is being improved - How the efficiency and effectiveness of the logistics sector is being increased. - How the environmental/climate and social performances are being improved. - How ETLSP has provided support on defining and monitoring relevant corridors' performance indicators and standards, on improving the monitoring and data collection (including environmental/climate performances and road safety) and contributed to improving environmental and safety standards.

5 Communication Mechanism

The ETLSP will use the following communication mechanisms to disseminate information about the Programme as well as information on the Ethiopia transport and logistics sector:

- Use of the website to keep interested parties and stakeholders informed of Programme activities



- Passive use of Twitter to follow Twitter feeds of the Minister of Transport and Logistics, the Cooperating Partners who are members of the TSWG, relevant Ethiopian government agencies, private sector members of ELSA and others.
- TSWG Cooperating Partner meetings. These meetings, called by the EUD as the co-chair of the TSWG, will be used by the Programme to keep the TSWG Cooperating Partner members informed of the Programme's activities and of developments in the logistics sector in general.
- Regular briefings and meetings with all stakeholders.
- Preparation of ad-hoc written briefs on various policy issues in transport and logistics.

The EU Delegation will also prepare its own C&V Strategy outside the framework of this project but may also use inputs from this project to promote the ETLSP from the perspective of the European Union. The EUD's C&V Strategy will complement the Project C&V Strategy and is foreseen to include the use of audio-visual materials such as short films or film clips covered by a dedicated EU budget. The ETLSP team will collaborate in the production of the EUD's own communication materials, and their outputs could also be amplified by the project through adding them to the ETLSP website and through the use of promotional materials including television and radio.

6 Stakeholder Engagement

Stakeholder recognition and engagement plays a critical role in the ETLSP C&V Strategy. It is important that stakeholders are kept well informed about ETLSP activities, outputs and outcomes.

Engagement between ETLSP and stakeholders will largely be driven by regular meetings and briefings and through presentation of information through the ETLSP Website. Using this process of engagement, it will be possible to keep all stakeholders well informed about ETLSP's activities, milestones and planned activities.

6.1 Stakeholder engagement in the Regional Connectivity and Competitiveness Budget Support Programme

There have been delays in implementing the disbursement of the Budget Support Programme. Although it is the responsibility of the EUD to keep the Government of Ethiopia informed of the arrangements being made for disbursement, ETLSP can liaise with Ethiopian stakeholders, especially the Ministry of Finance and Ministry of Transport and Logistics, on the status of the report which outlines the progress made by Ethiopia in implementing the 12 indicators and to assist with the updating of the report outlining progress made with implementing the indicators and the policy dialogue on transport and logistics.

6.2 Stakeholder engagement in the Logistics Masterplan Diagnostic

ETLSP is involved in carrying out a Diagnostic which will be used, primarily, in preparation of a Logistics Masterplan for Ethiopia. In preparing the Diagnostic, ETLSP will liaise closely with various stakeholders but, in particular, will have at least monthly briefing meetings with:

- The Steering Committee that will be set up under the direction of the LTO that will guide the Diagnostic activities.
- ELSA.

- The Logistics Policy Adviser.

6.3 Stakeholder engagement in Corridor activities

ETLSP is one of the drivers for the creation and establishment of the Ethio-Djibouti Corridor Management Authority (EDCMA). As part of the activities of ETLSP in supporting the creation of the EDCMA and in supporting implementation of the Technical Committees' work plans, ETLSP will brief ELSA, the EUD and Cooperating Partner members of the TSWG on progress being made and any challenges that are being encountered.

7 Web Site Layout





8 Conclusions

The TA component of the Budget Support Programme, termed the Ethiopia Transport and Logistics Support Programme, comprises two long-term TA, the Team Leader/Logistics Expert (KE1) and the Transport and Logistics Expert (KE2) and non-key experts (NKE) used primarily to assist with implementation of the Ethiopia National Logistics Strategy, especially the Logistics Masterplan Diagnostic and the Ethio-Djibouti Corridor Management Authority and the ETLSP C&V Strategy, including the Programme's website.

The Overall Objective of the ETLSP is to “Enhance regional integration and increase competitiveness of Ethiopia in a sustainable way” and to “Support the Government of Ethiopia meet the Performance Indicators of Ethiopia's Regional Connectivity and Competitiveness Sector Reform Performance Contract”.

The Specific Objectives of the Programme are to:

- Improve the quality of service of Ethiopia's regional transport corridors;
- Increase the efficiency and effectiveness of the logistics sector; and
- Improve the environmental/climate and social performances

The C&V strategy for the ETLSP is focused on publicising the outcomes and outputs rather than the Programme itself. The Programme aims to strengthen various components of the Logistics Sector, with these components being a part of the NLS. In particular, the ETLSP is focussing on:

- Supporting the Government of Ethiopia prepare the report outlining what progress it has made on meeting the 12 indicator targets agreed under the Budget Support Programme.
- Supporting the implementation of the Logistics Masterplan diagnostic.
- Supporting the establishment of the Ethio-Djibouti Corridor Management Authority and implementation of the technical committee work plans.

The C&V Strategy focuses on liaison and dissemination with three main target groups, these being:

- Target Group 1:** The European Union Delegation (EUD) and the Cooperating partner members of the Transport sector Working Group.
- Target Group 2:** The Ministry of Transport and Logistics and its sub organisations such as the Ethiopia Maritime Authority (and its Logistics Transformation Office) and Ethiopia Shipping and Logistics Service Enterprise (ESLSE).
- Target Group 3:** The Ethio-Logistics Sectorial Association (ELSA) and its members.

Key messages have been determined for each Target Group and these key messages are communicated mainly through:

- Use of the website to keep interested parties and stakeholders informed of Programme activities.
- Passive use of Twitter to follow Twitter feeds of the Minister of Transport and Logistics, the Cooperating Partners who are members of the TSWG, relevant Ethiopian government agencies, private sector members of ELSA and others.
- Regular meetings and briefings with the Target Group members.



- Preparation of ad-hoc written briefs on various policy issues in transport and logistics.