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DT GLOBAL IDEV EUROPE S.L.



Second Sixth Monthly Report

Technical Assistance to Ethiopia's Transport and Logistics Sectors

February 2022

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DT Global

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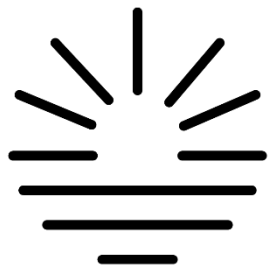


Six-Monthly Report

February 2022

Ethiopia Transport and Logistics
Support Programme

Submitted by



DT Global

February 2022



TABLE OF CONTENTS

Project Summary	1
1 Introduction.....	1
2 Description of Progress (Technical).....	3
3 Technical Challenges faced in Implementation	6
4 Progress Made on Achieving Results	7
5 Planned Activities in next Six Months (September 2021 – February 2022).....	11
6 Description of progress (financial)	13
7 Invoice and Expenditure Verifications Report.....	14
Annex 1: Potential Architecture of the Corridor Logistics Dashboard	1
Annex 2: Profiles First Five Major Corridor Management Bodies of Africa	Error! Bookmark not defined.
Annex 3: Analysis of the Berbera Port Utilisation Agreement between Ethiopia and Somaliland	Error! Bookmark not defined.
Annex 4: Briefing Note: Article 50 - Establish Single Customs Service Territory	Error! Bookmark not defined.
Annex 5: Briefing Note: Privatisation of ESLSE.....	Error! Bookmark not defined.
Annex 6: Draft High-Level MOU: Djibouti Corridor Management Authority.....	Error! Bookmark not defined.



ABBREVIATIONS

ECC	Ethiopian Customs Commission
DPFZA	Djibouti Ports and Free Zone Authority
EDR	Ethiopia-Djibouti Railway
EMA	Ethiopian Maritime Authority
ERA	Ethiopian Roads Authority
ERC	Ethiopian Railways Corporation
ETLSP	Ethiopian Trade and Logistics Support Programme
EU	European Union
EUD	European Union Delegation
EUR	Euro
FTA	Federal Transport Authority
ESLSE	Ethiopian Shipping and Logistics Services Enterprise
MCBRTA	Multilateral Cross-Border Road Transport Agreement
MOTL	Ministry of Transport and Logistics
NLS	National Logistics Strategy
NKE	Non-Key Expert
STE	Senior Transport Specialist
TA	Technical Assistance
TAT	Technical Assistance Team
TTTFP	Tripartite Transport and Transit Facilitation Programme
TL-LE	Team Leader / Logistics Expert
VLMS	Vehicle Load Management System

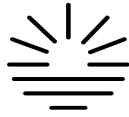


Project Summary

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	Ministry of Transport and Ethiopian Maritime Affairs Authority
Programme Title	Ethiopia Transport and Logistics Support Programme
Contractor	DT Global
Team Leader-Logistics Expert (KE1)	Mark Pearson (550 days of input)
Senior Transport Specialist	Mohammed Jemal (XXX days of input) passed away on Saturday, 5 th February 2022.
Non-Key Experts	301 person days of Senior NKE inputs and 100 days of Junior NKE inputs
Project Duration	30 months (22 February 2021 to August 2023)
Overall Objective	Enhance regional integration and increase competitiveness of Ethiopia in a sustainable way. Support the Government of Ethiopia to 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

The Ethiopia Transport and Logistics Support Programme (ETLSP) started on 22nd February 2021 with the mobilisation of the Team Leader and Logistics Expert (Mark Pearson) and the Senior Transport Expert (Mohammed Jemal). The Team Leader and Logistics Expert (KE1) has been allocated an office in the Ethiopia Maritime Affairs Authority, which was renamed Ethiopian Maritime Authority (EMA) at the beginning of 2022, while the Senior Logistics Expert (KE2) was allocated office space in the Ministry of Transport.

In November 2021 the Government of the Federal Democratic Republic of Ethiopia (GoE) issued a directive that it would no longer require the services of Advisers to the GoE paid for by donors and cooperating partners. As such, the Ministry of Transport and Logistics (MoTL) closed its Technical Advisory Unit. The MoTL advised the EUD that it no longer required the advisory services of the KE2, the Senior Transport Specialist, at MOTL. During most of December 2021 and January 2022 the KE2 was either on annual leave or sick leave. During this time, the EUD, DT Global and the Team Leader were in discussions on the relocation of the KE2, possibly to the LTO, with revised ToRs. Unfortunately, and tragically, the KE2, Mohammed Jemal, passed away in February 2022.

The discussions on the replacement of the KE2, with different ToRs, different reporting requirements and located outside of MOTL are on-going.

Implementation is taking place as per the schedule outlined in Table 1. During its first year the Project has used the services of four NKEs as follows:

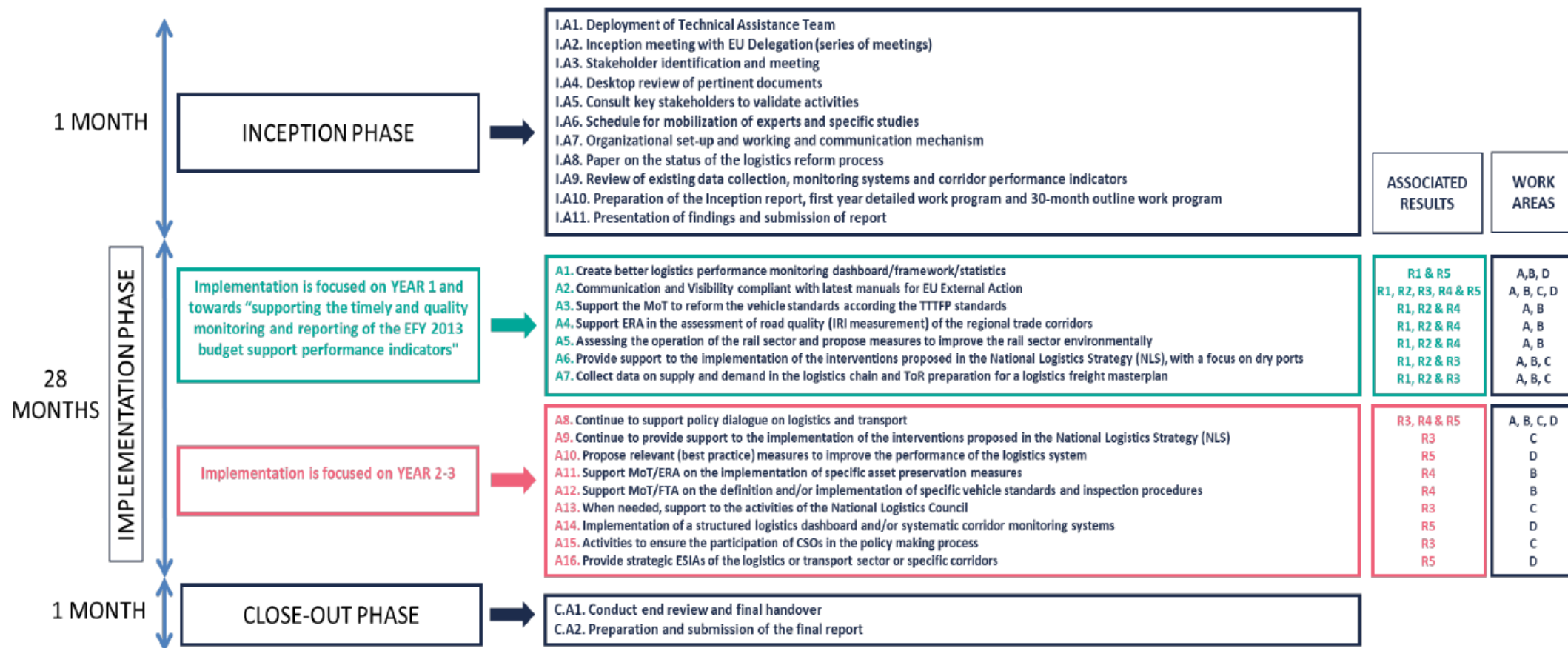
- NKE1: Gilbert Maeti. The NKE assisted with the collection of costs of shipping for Mombasa, Dar es Salaam and Port Sudan.
- NKE2: Diederik De Roos. The NKE has been assisting ETLSP to develop and design a website and to establish a Corridor Monitoring Mechanism for the project. The website is still being developed and, together with the corridor monitoring mechanism, donor activities in logistics and transport in Ethiopia (and, where relevant, in other countries in the Horn of Africa) will also be monitored.
- NKE3: Richard Humphries. The NKE has been assisting with the Communications and Visibility Strategy.
- NKE4: Mekonnen Abere. The NKE was approved at the end of November 2021 as the Chief Technical Adviser, recruited to assist with implementation of corridor management activities and with implementation of activities to be undertaken as part of the Logistics Masterplan Diagnostic.

This report focusses on the activities of the first year of implementation, which are the activities labelled A1 to A7 in Table 1. The Report addresses implementation, then challenges, then planned activities over the coming 6 months for activities A1 to A7 and activities A8 to A16

Progress on achieving Results 1 to 5 is also reported on.

Table 1: Project Phases, Planned Activities and Associated Results

TECHNICAL ASSISTANCE FOR ETHIOPIA'S TRANSPORT AND LOGISTICS SECTORS



2 Description of Progress (Technical)

		Indicator	Activities in Reporting Period	Comments
Year One	A1	Create Better Logistics Performance Monitoring dashboard	- Preparing the Corridor Monitoring Mechanism with the following achieved: - Costs of shipping to Djibouti from 12 ports - data obtained from Drewry's through a subscription, with the first month of reporting being March 2022 - Comparator costs with other ports - data obtained from Drewry's through a subscription, as from March 2022 - Actual costs of trucking from Djibouti to Modjo - data from different sources put into an Excel price simulation model. - Time taken from Galafi to Modjo and through Modjo, measuring time of processing the truck and goods through Galafi and through Modjo - data from Ethiopian Customs which is fed into the monitoring system in raw data form, and which is processed by the system and generates a "report". The Excel model is working but the more sophisticated web-based model is work in progress and part of the project website. - Numbers of TEUs destined for Ethiopia processed by month by SGTD - data from SGTD via EMA. Historical data has been used to establish the system but what is still require is to get data on a regular basis to update the system monthly and automatically. - Volumes of fertiliser and grain (break bulk) destined for Ethiopia and coming through DMP (data from SGTD via EMA) - Cargo volumes destined for Ethiopia handled by SDTV (data coming from STDV via EMA) - Volumes of fuel destined for Ethiopia coming through Horizon oil terminal by month (data from Horizon coming through EPSE) - Port charges (data from the SGTD tariff book)	- The first set of data refers to March 2022. - This data shows trucking is not profitable – needs to be verified - Customs have agreed to supply the data, but an automated system needs to be instituted. - A system needs to be put in place to automate this. - A system needs to be put in place to automate this. - A system needs to be put in place to automate this. - This needs to be obtained monthly by EPSE. - The port charges need to be manually extracted from the tariff book.
	A2	Communication and Visibility compliant with	- An initial C&V Strategy was prepared in the first six months, but this is in the process of being revised and updated to take account of the	The C&V revised strategy is expected to be part of the Project Website beta version



		Indicator	Activities in Reporting Period	Comments
		latest manuals for EU External Action	changing nature of the political economy in which the project works in as well as the changing priorities of Project activities.	
	A3	Support the MOT to reform vehicle standards according to TTTFP standards	- During the reporting period the Project has had meetings with Ethiopian roads Authority on implementation of the vehicle load management system and in International Roughness Index calculations. - During the reporting period, JICA has been assisting ERA with a survey of weighbridges, including the location of weighbridges. The location is an important component of the VLMS. However, it appears that the JICA project is behind schedule in terms of delivery or ERA is not yet ready to share the JICA survey results. - Efforts were made to update the TTTFP in that the TTTFP HQ and the TTTFP based in COMESA were contacted and the Ethiopian programme discussed with them. COVID in particular has slowed any activities on the updating of the TTTFP but the death of Mohammed Jemal was the main factor in limiting the progress in this area.	It is proposed to recruit a NKE to update the TTTFP baseline matrix and to carry out a gap analysis on the TTTFP. This is a key component of the Ethio-Djibouti Corridor Management Authority work plan.
	A4	Support ERA in assessment of road quality (IRI measurement) of the regional trade corridors	- At the end of the reporting period ERA shared their calculated IRIs for all major corridor roads. The Project is arranging a meeting to assist with the interpretation of the data and to suggest that the IRIs should be used to schedule regular and periodic maintenance and, if necessary, reconstruction.	The latest IRI results obtained for the main corridor roads suggest that the roads are in good condition throughout. This is clearly not the case. The NKE working on road design for the Logistics Diagnostic will also spend time with ERA to improve capacity on interpretation and use of IRI results.
	A5	Assess the operation of the rail sector and propose measures to improve the rail sector environmentally	- The Project has had a series of meetings on the railways and will commission a study to answer the question – What will it take to operationalise the railway so that it performs to its design capacity. This is still work in progress, but it is expected that this gap analysis will start in July of 2022.	
	A6	Provide support to the Implementation of the Interventions proposed in the National Logistics Strategy, with a focus on Dry Ports	- Preparation of Terms of Reference for the Diagnostics Component of the National Logistics Master Plan (See Annex 1) - Design of the Ethiopia-Djibouti Corridor Management Authority (See Annex 2) - Inputs into the updating of the Berbera Corridor Diagnostic. - Supporting the opening up of the multimodal system.	



		Indicator	Activities in Reporting Period	Comments
	A7	Collect data on supply and demand in the logistics chain and TOR preparation for a logistics freight masterplan	The TAT has worked on revised ToRs for the Diagnostics component of the National Logistics Master Plan. These have been discussed with the LTO and once agreed, and agreed by the EUD, will be implemented using the resources of the Project	

3 Technical Challenges faced in Implementation

		Indicator	Challenges faced and mitigating actions
Year One	A1	Create Better Logistics Performance Monitoring dashboard	- The challenges faced have been in sourcing data and validation of this data. During the reporting period the Project has sourced data from Drewrys and this would appear to meet the data needs on shipping costs for containers. The Project is also looking at other sources of data. - A further challenge is to get data on a regular basis from the sources already identified. The objective is to automate the supply of data and to then automate the processing of the data so that the dashboards are updated every month, but this objective is far from being achieved as yet.
	A2	Communication and Visibility compliant with latest manuals for EU External Action	- No specific challenges faced.
	A3	Support the MOT to reform vehicle standards according to TTTFP standards	- The main challenge faced is to get up-to-date information on the status of implementation of the TTTFP in Ethiopia. The TTTFP project team did a baseline survey about 3 years ago but there seems to be no updating of the baseline study done so no TTTFP performance monitoring mechanism in place. - This situation has not improved as now the FTA has been “disbanded” and it is even less clear as to whose responsibility it now is to implement the TTTFP.
	A4	Support ERA in assessment of road quality (IRI measurement) of the regional trade corridors	- ERA have done an update of the IRI for all main corridor roads, or the sections that are in Ethiopia and this information has been shared with the Project. However, the average reported IRI is less than 3 which means that all the corridor roads are in good condition. This is obviously not the case, so it is planned to meet with ERA to understand how the IRIs have been interpreted and measured.
	A5	Assess the operation of the rail sector and propose measures to improve the rail sector environmentally	- The main challenge is a lack of agreement about how to move forward with the railways. Ethiopia have made a proposal to spend approximately USD540,000 more on the railways to allow it to operate to its design capacity but this has not been approved by ministry of Finance. - Both Ethiopia and Djibouti have made proposals to separate out ownership of the track and service provision, but this also have not yet been approved as the way forward in Ethiopia.
	A6	Provide Support to the Implementation of the Interventions proposed in the national logistics Strategy, with a focus on Dry Ports	- The TAT is supporting NLS strategies that aim to implement an efficient corridor, which include activities that aim to establish the Corridor, that address dry ports, that address transport (including axle loading), customs issues and costs of shipping and transport. The main challenge is in coordinating these activities.
	A7	Collect data on supply and demand in the logistics chain and TOR preparation for a logistics freight masterplan	- This will be done once the Diagnostic starts. There has been a delay in starting the Diagnostic because the terms of reference had to be adjusted because there were insufficient funds available for the full National Logistics Master Plan Study and then had to be adjusted again to fit the available budget and to take account of staffing changes.



4 Non-Key Expert Requirements

As the ETLSP moves into its second year, activities will be focussed under two main headings, these being the implementation of the diagnostic component of the Logistics Master Plan (LMP) and implementation of the Ethio-Djibouti Corridor Management Authority (EDCMA). These two main activities will also cover planned activities of the Project and additional trade facilitation and customs activities. This rearranging of Project activities into these two main frameworks, therefore, does not imply a change in direction nor does it imply that the focus is not on assisting the Ethiopian Maritime Affairs (EMA) to implement the National Logistics Strategy (NLS). All components of both the LMP and EDCMA are included in the NLS.

The following NKEs are anticipated as being required to assist ETLSP to assist EMA to implement the LMP and EDCMA as part of the implementation of the NLS.

	Specialist	Activity	Financier	Budget ('000 €)	Days
1	Local Company	A local company that specialises in trade, transport and logistics data collection is required. This company would work under the supervision and direction of the overall LMP Project Manager and be expected to carry out surveys, to collect data from relevant Ministries and Agencies, carry out.	EU through the NKE Budget	200	N/A
2	Local Logistics Policy Expert NKE5	The Logistics Policy Expert will be a local expert, probably from an academic institution, but with strong links to the private sector, who will provide high-level policy guidance to make sure that implementation is in line with national policy and to provide policy oversight.	EU through the NKE Budget	30	N/A
3	Local transport Economist NKE6	Update the TTTFP Baseline Survey and, with the MoTL, design a work programme that will result in the full implementation of the TTTFP, including implementation of the VLMA, MCBRTA and TRIPS	EU through the NKE Budget	30	N/A
4	Logistics Survey Expert Junior (NKE)	Prepare a baseline study – BPA and T/C-D study on the Djibouti Corridor – road via Galafi and Dewele, and rail.	EU through the NKE Budget	30	30
5	Economist	Build a macroeconomic model that is able to assess supply and demand for Ethiopia for the next 10 years. Using this model, estimate the volumes of imports and exports. This macroeconomic model will be able to be adjusted to cater for the use of different ports.	EU through the NKE Budget	30	30
6	Road Engineer	The Road Engineer will: - Work with CSIR in Pretoria, South Africa and the University of Cambridge to design a pilot study to examine the feasibility of running trucks with	EU through the NKE Budget	60	60



	Specialist	Activity	Financier	Budget ('000 €)	Days
		more than 7 axles and longer than 22 metres, but with axle loads not more than 10 tons, and capable of carrying up to 100 tons of cargo, on a section, or sections of the road between Modjo and Galafi. - Assess whether or not it would make economic sense to design road pavements for sections of the road between Modjo and Galafi that could accommodate axle loads of 10 tons and which would be concessioned to the private sector.			
7	Rail Transport Economist	Determine what interventions are needed to allow EDR to operate at its design capacity. This will involve assessing what policy, hardware and software interventions are needed. It will also involve making a recommendation on the structure of the railways and whether the railway would operate more efficiently if there was a separation of the ownership of the track from operations.	EU through the NKE Budget	60	60
8	Freight Terminal and Logistics Hub Specialist	Identify the optimal siting for 3 freight terminals or Logistics Hubs that can handle commercial freight coming from the Ports of Djibouti, Berbera and Assab. Prepare a business case for each of the three Logistics Hubs or Freight Terminals with a view for these to be PPPs, with the public sector providing the land.		60	
				500	

5 Progress Made on Achieving Results

Results		Activities implemented in first six months to achieve the results
Result 1	Technical advice was adequately provided to the Government to facilitate the achievement of the 2021 variable tranche of the Ethiopia Regional Connectivity and Competitiveness Budget Support Performance Indicators	This was done in the first six months of the Project when the Technical Assistance Team provided the following support: - Working with the Budget Support TA, Karolyn Thunnissen, assisted the GoE with a template and format for the Budget Support Programme and assisted with the completion of parts of the report. - Assisted with data collection from the various agencies and with the tabulation and compilation of data for the report. - Provided advice on how to collect instrument-based readings for the IRI of the corridor trunk roads (PI-4). - Assisted with the definition of the Tripartite vehicle weights and measures legislation (PI-4).



		- Working with ERC to collect data on containers moved from Djibouti and the challenges faced by ERC in improving its performance (PI-9). - Through EMAA obtained data from Ethiopia Customs Commission on time taken to move containers from Galafi to Modjo and time taken to clear cargo through Modjo Dry Port for EFY 2011 and EFY 2013. The TAT assisted EMAA to calculate average times (mean, median and Standard Deviation) by month for EFY 2011 and EFY 2013. This allowed EMAA to measure the Performance Indicator 10 for the Budget Support Programme. By providing appropriate TA to the GOE the ETLSP TAT was able to significantly increase the amount payable under the Budget Support Variable Tranche simply by assisting the GOE on reporting on compliance. The TAT also improved the level of dialogue on the twelve Performance Indicators. The TAT completed their part of the Budget Support report and sent it to ministry of Finance. Ministry of Finance submitted it to the EU and the EU, through Karolyn Thunnissen, requested some, mainly format, changes to the report. However, the EU then suspended the Budget Support programme so the Ministry of Finance did not resubmit the Final Report to the EU.
Result 2	Data are timely available for the Government to be able to introduce their disburse request for the 2021 variable tranche of the Ethiopia Regional Connectivity and Competitiveness Budget Support	The Ethiopian Transport and Logistics Support Programme effectively started on 22nd February 2021 so effectively 7 months into the implementation period of the Budget Support programme. At the time the ETLSP started it was already too late to request modifications in the agreed outputs of the 12 Budget Support indicators. If the GOE had made a request earlier it may have been possible to, for example, reduced the length of road for which instrument based IRI readings were required, considering security considerations. The TAT worked with ERA, ERC, FTA, EMAA and MOT to ensure that the data that could be collected was collected and available in a timely manner for the Government. The TAT team also prepared a draft outline of the report to be used by the GOE as their disburse request for the 2021 variable tranche. However, as has been mentioned above, the EU suspended, and later cancelled, the Budget Support programme so neither the fixed tranche nor the variable tranche was paid.
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)	The TAT has been working with officials to improve skills to implement the NLS more effectively, taking account of international best practices and recognised standards. In the first twelve months of the project the TAT worked to improve skills in: - transport economics - trucks not moving are trucks adding to the cost of transport; and the difference between generating cash flow and making a profit; - the economic costs of overloading; - Finding ways to resolve the contradictions in the NLS as regards complying with the VLMS and introducing trucks with a GVM of 70-100 tons by reviewing similar studies in South Africa by CSIR and University of Cambridge and road trains in Australia and Sweden.



	and to accelerate the path of reforms.	- the TTFP model laws and implementation strategies, including provisions for vehicle overloading and the multilateral cross-border road transport agreement; - free trade agreements; - how to calculate transit times from eCMS data (mean, median and standard deviation). - Approaches to liberalising multimodal transport – use of NVOCCs and appropriate regulation. - Design and implementation of the Ethio-Djibouti Corridor Management Authority and the work plan - Preparing Corridor Diagnostics - Preparing bilateral agreements to govern corridors - Corridor monitoring activities - Digitising Corridors
Result 4	Transport services are improved in respect to vehicle fleet standards, modal shift, assets preservation.	This is ongoing through work being done through the Diagnostic and the Ethio-Djibouti Corridor Management Authority with 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).	The project recruited a Communications Expert and a Web Designer as NKEs at the end of August 2021. The Web Designer is designing the project website and part of the project website is a corridor logistics dashboard. In preparation for the dashboard the TAT has been collecting data for use on the dashboard and has been working with the Web Designer on how to automatically convert the data sets into graphics as part of the dashboard.



6 Planned Activities in next Six Months (March-August 2022)

Work Programme Activity		Actions
A1	Create Better Logistics Performance Monitoring dashboard	The following work is on-going to improve the Corridor Monitoring Mechanism - Get the web-based system operational and on-line - Add to the monitoring data base – possibly through time-cost/distance surveys. - Cooperating partners activity matrix. Under the initiative of the EUD, all cooperating partners were asked to list the projects they were sponsoring or had sponsored or were about to sponsor. The Project has built on this information and developed a cooperating partners activity matrix - Launch the Project website as a pilot website and keep it off-line until it is tried and tested - Launch the Djibouti-Ethiopia Corridor Monitoring System (see report on A1 in section 2 - Description of Progress (Technical) for details on the Monitoring Mechanism).
A10	Provide relevant (best practice) measures to improve the performance of the logistics system.	
A14	Implementation of a structured logistics dashboard and/or systematic corridor monitoring systems	
A2	Communication and Visibility compliant with latest manuals for EU External Action	- Implement the C&V Strategy and Plan, with the Project website and corridor logistics dashboard as part of the C&V implementation plan.
A3	Support the MOT to reform vehicle standards according to TTTFP standards	- Update the TTTFP baseline survey by working in collaboration with FTA, ERA, MoTL, the TTTFP Secretariat and the COMESA focal point. - As part of the work plan for EDCMA, draw up an implementation plan to implement the VLMS and the MCBRTA.
A12	Support MOT/ERA on the definition and/or implementation of specific vehicle standards and inspection procedures	
A4	Support ERA in assessment of road quality (IRI measurement) of the regional trade corridors	- As part of the Corridor Management Authority work plan a NKE will be recruited to assist the ERA to prepare a rehabilitation and maintenance schedule based on the IRIs. - As part of the NLS Diagnostic a NKE will be recruited to study the possibility and practicality of concessioning (tolling) trunk roads that make up the Corridors.
A5	Assess the operation of the rail sector and propose measures to improve the rail sector environmentally	- As part of the Diagnostic Study a NKE is to be recruited to study what additional hardware and software would be necessary to allow the Addis Ababa to Djibouti rail service to operate at its design capacity. In addition, another NKE will look at the options available to Ethiopia to separate out the ownership of infrastructure and capital equipment and the provision of a rail service
A6	Provide Support to the Implementation of the Interventions proposed in the National Logistics Strategy, with a focus on Dry Ports	- Establish the Ethio-Djibouti Corridor Management Authority - Establish the Technical Committees for the EDCMA - Establish the EDCMA Secretariat(s) - Finalise and start implementation of the EDCMA Work Plan - Carry out the National Logistics Master Plan Diagnostic
A7	Collect data on supply and demand in the logistics chain and TOR preparation for a logistics freight masterplan	- This will be done as part of the establishment and implementation of the EDCMA and as part of the Diagnostic Study.



Work Programme Activity		Actions
A8	Continue to Support Policy Dialogue on Logistics and Transport	This will be done as part of the establishment and implementation of the EDCMA, as part of the Diagnostic Study and with the recruitment of a NKE as a Logistics Policy Adviser whose main task will be to ensure liaison and collaboration between academic institutions, the private sector and EMA.
A9	Continue to provide support to the implementation of the interventions proposed in the National Logistics Strategy	This will be done as part of the establishment and implementation of the EDCMA and as part of the Diagnostic Study.
A11	Support ERA on the implementation of specific asset preservation measures.	This will be done as part of the support provided to the EDCMA Infrastructure Technical Committee and the Diagnostic. Specifically, it will be done with the recruitment to a NKE to assist to develop maintenance schedules, starting with the Corridor Road between Addis Ababa and Galafi, from IRI measurements. It will also be done through using a NKE to assess the options available to concession roads.
A13	When needed, support to the activities of the National Logistics Council	This will be done as part of the establishment and implementation of the EDCMA and as part of the Diagnostic Study.
A15	Activities to ensure the participation of CSOs in the policy making process	- This will be done as part of the establishment and implementation of the EDCMA and as part of the Diagnostic Study. - The recruitment of a Logistics Policy Adviser is also aimed to address implementing activities to ensure the participation of CSOs in the policy making process



7 Description of progress (financial)



8 Invoice and Expenditure Verifications Report

Annex 1: Potential Architecture of the Corridor Logistics Dashboard

