

Report on the

# Joint Learning Event on Capacity Development in the Transport Sector in Ethiopia

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October 2008



European Commission  
EuropeAid  
Aid Delivery Methods Programme

## Report on the Joint Learning Event on Capacity Development in the Transport Sector in Ethiopia

### Highlights: The First Steps Towards Joint Capacity Development in the Transport Sector in Ethiopia

How can the transport sector in Ethiopia strengthen its capacity through a joint approach? How can fragmented, often supply driven capacity building support be transformed into a more coherent, holistic approach that addresses both sector-wide issues and capacity building in individual organisations, in a sector with multiple national public and private actors, as well as multiple development partners?

These were the topics for the first pilot Joint Capacity Development Learning Event, held in Addis Ababa in October 2008 on the initiative of the European Commission. After a mix of two half-day workshops for the broader Transport Sector Working Group and 2,5 days intensive work in a small core group, a joint approach and framework was endorsed for the detailed development of results-oriented and government-lead capacity building programmes at

- Sector and sub-sector level, addressing cross-cutting and broader issues
- Individual organisational level, including both public and private actors.

It is expected that a fully funded, joint programme can be ready in mid-2010.

### Key data about the event

Country: Ethiopia	Sector: Transport	6-10.October 2008
Participants:	Government/Non-state stakeholders	Development partners
Core group	5	3
Sector Working Group (incl. core group)	7	12
Partner group	23	13
Lead agencies (organisation and funding)	Ministry of Transport and Communications	European Commission
Facilitators	Nils Boesen and Jos Brand	

This report is written by the facilitators of the learning event. It is intended to serve both the broader international community of capacity development practitioners, the funding agencies of the event (EC) and the key stakeholders in Ethiopia who participated in the event. The first section deals with "content" aspects, the second section with "process" aspects. The annexes include comprehensive details about the event, programme, participants and evaluation results.

# 1. Towards a Joint Approach to Capacity Building in the Transport Sector in Ethiopia – Results and Challenges<sup>1</sup>

## 1.1 Background

The transport sector in Ethiopia is the biggest sector in the country in terms of share of public investments. Ethiopia has less road density than most other African countries, and domestic aviation is also limited. A railway linking Ethiopia to the port in Djibouti is in need of serious rehabilitation, and as a landlocked country, Ethiopia faces special challenges in relation to ex- and imports.

The transport sector – and particularly the road sub-sector – has attracted considerable support from development partners. A year ago, a Transport Sector Working Group (TSWG) was formed, including the government and all major donors to the sector (EC, WB, AfDB, DFID, JICA and others). The TSWG has hitherto worked in plenary mode as an information sharing and dialogue platform, with a task force on rural roads.

## 1.2 The Wider Context for CB in Ethiopia

Ethiopia has enjoyed relatively high economic growth over the last decade, creating a favourable environment for strengthened performance of both the private and public sector.

The country, which is a federal state, has a Ministry of Capacity Building, which acts as an overseer of all capacity building<sup>2</sup> (CB) activities in the public sector, runs a number of programs (including a civil service reform program), but does not go into detailed CB in individual sector organizations.

The incentives in the public sector (salaries and other benefits, as well as non-material incentives) are reportedly lagging far behind the private sector. The brain drain out of the country is considered the key problem by authorities compared to the drain from the public to the private sector, given the government's policy of private sector-led economic development.

Being a federal state, federal sector authorities are largely limited to set and enforce standards and norms and support regional authorities, having little direct authority over e.g. transport and sub-national road planning and resource allocation in the regions and at *woreda* (district) and *kebele* (sub-district) levels.

The public administration in Ethiopia has a century long history and a special ethos to build on. All in all, the context for CB appears relatively favourable, including a general commitment by the political leadership to strengthen institutions and organizations.

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<sup>1</sup> This section builds on the facilitators' appreciation of the challenges and achievements regarding CB in the Transport Sector, based mainly on the debates during the learning event and the reading of selected background information. It does not intend to be a detailed or systematic account or discussion, but serve mainly to place the reporting about the CD event in its context.

<sup>2</sup> In Ethiopia, the term Capacity Building is used rather than Capacity Development. This report reflects the national use of terms

### 1.3 Capacity and Capacity Building in the Transport Sector

Stakeholders reported that they largely perceived capacity to have increased in the sector over recent years. However, progress has been uneven, with a widely shared perception that while a lot of attention has been paid to the “hard” aspects of transport (particular road construction and maintenance) the “softer” parts (transport planning and management, safety and regulatory functions) has not been sufficiently in the picture. Most of these soft aspects are under the mandate of the Ministry of Transport and Communications (MoTaC) established 3 years ago.

Capacity building in the sector has - until the event - mostly been perceived as focusing on training and development of individual organisations (systems, business processes, technical aids etc., often designed and implemented by Technical Assistance (TA)). The salience of broader inter- and cross-organisational issues in the sector was readily acknowledged. Several issues were mentioned and discussed during the event:

- In the overall picture of sector actors, the non-state sector actors (users as well as front-line service providers and contractors) are only weakly involved in policy making and planning, and consultation mechanisms are not effective for these groups to articulate their more specific demands.
- There is uncertainty about and challenges related to mandates and roles of different institutions. The Ethiopian Roads Authority (ERA) is an agency under the Ministry of Works and Urban Development (MoWaUD), while the Ministry of Transport and Communication (MoTaC) heads the sector and has most other transport agencies and authorities under its tutelage.
- There is a transport policy and a transport master plan under final consideration which is expected to address some, but not all of the institutional issues in the sector which affects its capacity. Though the main thrust of the transport policy is expected to continue to focus on increased involvement of the private sector as service provider, it is also expected that own force works performed by e.g. ERA will continue for a decade or more until the private sector has grown stronger.
- There seems to be a major challenge in establishing effective collaboration with the Regional Road Authorities which are under the regional governments. Further down towards the local level, it has clearly also been difficult for both development partners and the federal government to identify appropriate ways of targeting or providing incentives for increased focus on rural roads, while respecting the federalism of the country.
- Coordination and cooperation among sector actors across organizational boundaries is not fully developed. It may be linked to a rather centralized decision making process in individual organisations making it difficult and new for middle-level managers to network in the sector. A huge load of internal routine tasks also limit the capacity to focus and act towards and with other sector stakeholders.

Capacity building support in the sector is characterized as fragmented, and to some extent also as supply-driven by donors. As a result of the fragmentation,

duplication of efforts occurs, while there are also significant gaps in the sector. A brief mapping exercise made during the event showed a significant concentration of CB support in the road sub-sector.

#### **1.4 Results of the joint learning event**

The 5-day process resulted in:

- A shared approach to capacity building in the sector, endorsed by the last day's workshop with 38 sector stakeholders, including the private sector.
- A framework for converting the joint approach into fully funded joint CB programmes at sector level as well as for individual organizations by mid-2010.

Annex 1 includes the details of the approach and the framework. Notably, the approach focuses on a holistic view of the sector - as a response to the fragmentation experienced up to now. Further, the holistic view also entails a focus both on the environment in and beyond the sector, and on individual organizations.

Consistent with this focus, the framework envisages two levels of capacity assessment and subsequent CB programmes:

- The sector and sub-sector level, addressing "systemic" issues in the sector, including as relevant mandates and roles, coordination and communication mechanisms, and ways and means to support CB for rural and regional transport development. This work will be lead by a focal point in the MoTaC supported by a taskforce from the government and the private sector, in dialogue with and also supported by the development partners.
- CB programmes for individual organizations, based on assessment and programming lead by the respective organizations, supported by the focal point, the task force and development partners.

There was, both among core group members and among other stakeholders, a recognition that initial expectations to the learning event had centered around getting to more specific, fundable proposals for CB support, among others based on a preparatory document prepared by the sector authorities which listed several areas where support might be needed. It was also recognized - at least by the core group - that the emphasis on a holistic approach where needs are assessed systematically would require a longer process, and that the 2-days analytical process of the core group could not possibly have detailed needs and actions in any serious manner of the multiple public and private organizations that are crucial for sector performance.

The endorsement of a more systematic approach should evidently not serve as a barrier for already considering some of the proposals included in the document prepared by the authorities. CB activities and CB support should continue to receive priority, also in the period where a joint, more systematic and more holistic approach is being prepared.

#### **1.5 The Ownership Challenges**

As discussed in more detail below, the learning event saw a gradual, but marked increase of the ownership displayed by the government members of the core group. This was very positive and encouraging for the future.

At the same time, the results of the learning event emphasize the need to organise the sector stakeholders around a set of analytical and planning activities related to CB. The discussion on roles and tasks to be performed to carry out these activities demonstrated that it will be a key challenge for the government to assign the resources and exert the leadership required, and that the continued moral and material support from development partners will also be required. Staff is simply bogged down with so many other pressing priorities and daily routine tasks that it may - despite a commitment to CB and a clear understanding of its importance - be difficult to keep it in the upper part of the inbox. The subject is also new to many, and tasks ahead are likely to require highly specialized support.

This may increase the risk that CB work will be assigned to consultants without the necessary proactive leadership and ownership by the authorities. The CB sub-group of the Transport Sector Working Group should continue to pay attention to this aspect, thereby helping to ensure that national ownership continues to strengthen.

## **2. The Learning Event - Process and Lessons Learned**

### **2.1. Preparation**

In April 2008 the EC Delegation suggested to the Ethiopian sector authorities and the donors in the sector to organise this joint programme for CD in the Transport Sector. The proposal was endorsed in the July meeting of the Transport Sector Working Group, and preparations for the event started. A small group of government and donor staff was formed to prepare the event. The facilitators prepared a short preparatory note, based on the documents sent to them (attached as Annex 2). The Core Group met on 28 August to discuss the facilitators' note and prepare the October event. On the basis of this meeting an issue paper was prepared, see Annex 3). During the entire preparation period regular e-mail contacts were used to prepare contents and process.

### **2.2. Logistics and Venue**

The EC Delegation ably took care of the logistics - hotel, venue, invitations, printing of additional documents. Binders for the events and major background documents had been produced and shipped from Bruxelles well ahead of the event.

The venue for core group work was fortunately a room with ample wall space for flipcharts, cards, matrixes etc. This was essential. It was necessary to acquire additional cards and flipcharts to have enough for the work.

The sector working group and partner workshops took place in conventional conference rooms with u-shaped seating. This worked satisfactorily, but more dynamic seating arrangements could be considered.

### **2.3. The Process of and Participation in the Learning Event**

The event consisted of a number of sequential activities:

Date	Main activity	Participants
6/10 morning	Preparatory activities	Core Group
6/10 afternoon	Discussion/exchange of main sector issues and introduction to CD models	Sector Working Group
7/10, 8/10	Analysis of CD in the sector and generation of future directions and actions	Core Group
9/10 morning	Discussion of Core Group results	Sector Working Group
9/10 afternoon	Revise overall framework and action plan	Core Group
10/10	Endorsement of overall framework and action plan	Wider Stakeholder Group

The detailed programme is shown in Annex 4.

Three groups with different responsibilities participated in the event:

- The Core Group, responsible for preparing the main contents of CB in the sector. This group consisted of five government staff, two donor staff and one resource person/consultant. A representative from the Ministry of Capacity Building participated part-time.
- The Transport Sector Working Group, responsible for approving and checking the Core Group's work.
- The wider Stakeholder Group, endorsing the outcome of the discussions. This group also included the private sector (total 36 participants).

For lists of participants from these various groups, see Annex 5 and 6.

During the final discussions it was recognised that the private sector is not sufficiently represented in the discussions on sector developments. It was agreed that they will also be included in the TSWG and invited to the task force for CB.

It took three consecutive steps to get to the results of the workshop:

1. Reviewing the existing information on CB in the transport sector. It appeared that the participants did not avail of the same information. In the package sent to the Core Group with this report, all relevant documents will be added (see the list of documents in Annex 7). The available documentation on Business Process Reengineering (BPR) and Balanced Scorecard (BSC) were in the Amharic language and were only discussed briefly.
2. Analysis of the current situation through a stakeholder relations mapping, context analysis, organisational analysis and mapping of current CB interventions. Through this analysis gaps were identified as well as the need to formulate principles for joint CB programmes. It was also recognised that the transport sector is too large and complex to solely be addressed with a single CB programme.
3. Indicative programme for CB improvements with three main areas of action as discussed in section 1 and detailed in Annex 1

During the course of the week, the active participation of the government staff in the Core Group increased significantly. They increasingly took charge of the workshop process, and presented the results of the work to both the TSWG and Stakeholder Group. This was a good demonstration of the practical implications of putting more emphasis on government leadership and ownership, with an understandable initial hesitation of some to perform roles (e.g. presentation to a big group) that they are not yet accustomed to.

#### 2.4. Evaluation of the Event by Participants

Evaluation was done for the Sector Working Group events and for the Core Group. The detailed responses are included in Annex 8. The average appreciation is overwhelmingly positive, but it is clear that expectations were not met in terms of concrete results, as discussed above and again below.

#### 2.5. Lessons learned

Regarding the preparation, organisation and implementation of the learning event, the facilitators learned both about details and about broader issues. The latter are presented below:

- **Do more to level expectations.** Even though there was extensive e-mail contact between the preparatory group and facilitators, the expectations on what could realistically be achieved was not aligned to the actual results. Both some core group and TSWG members expected a more detailed CB programme coming out of the workshop, ready for funding. It took some time for all to realise that this event – in a complex sector like transport – can only achieve directions for joint approaches.
- **Two levels of groups instead of three might be better.** The event was organised around three groups: the Core Group, the Sector Working Group and the Partner Group. The interim presentation to the SWG on Thursday morning was effective in the sense that the final presentation on Friday had improved considerably. At the same time, a large part of the participants in the Partner Group on Friday were not involved in setting the agenda on Monday afternoon, creating some confusion among those about the objective of this event. A better process might be:
  - Work with only two groups: a Core Group and a SWG expanded with important stakeholders currently not being part of the SWG, when relevant
  - This expanded SWG will be present both at the beginning (Monday afternoon) and the end (Thursday afternoon or Friday morning) to monitor and evaluate process and results
  - The important intermediate check of results can be done by a few hand-picked persons from the SWG.
- **Maintain flexibility when facilitating the process.** In the event, there was no time to work in detail on many of the aspects that had been planned for in the programme. Effectively, the 2,5 days of work with the group was a short time to bring the group to focus and share a language, assess a very complex sector and identify feasible ways forward. Facilitators have to manage time and content carefully, and flexibly.
- **Preparation by e-mail only may not be sufficient.** The above points may all indicate that it might be worthwhile to consider a short preparatory visit by one facilitator 1-2 months before the event. This could ensure better levelling of



expectations, detailing of objectives, programme, participation, venue etc., as well as agreeing on mutual preparatory work which would make the learning event more effective.

Jos Brand & Nils Boesen  
October 2008

**Annexes:**

- Annex 1: Process and Results
- Annex 2: Facilitators' note
- Annex 3: Core Group's preparatory note
- Annex 4: Programme
- Annex 5: Core Group and Sector Working Group Participation
- Annex 6: Stakeholder Group Participation
- Annex 7: Documents Reviewed
- Annex 8: Evaluation of the event

# Joint Approach to Capacity Building in the Transport Sector

## Process and results

Partner Group Meeting  
10. October 2008

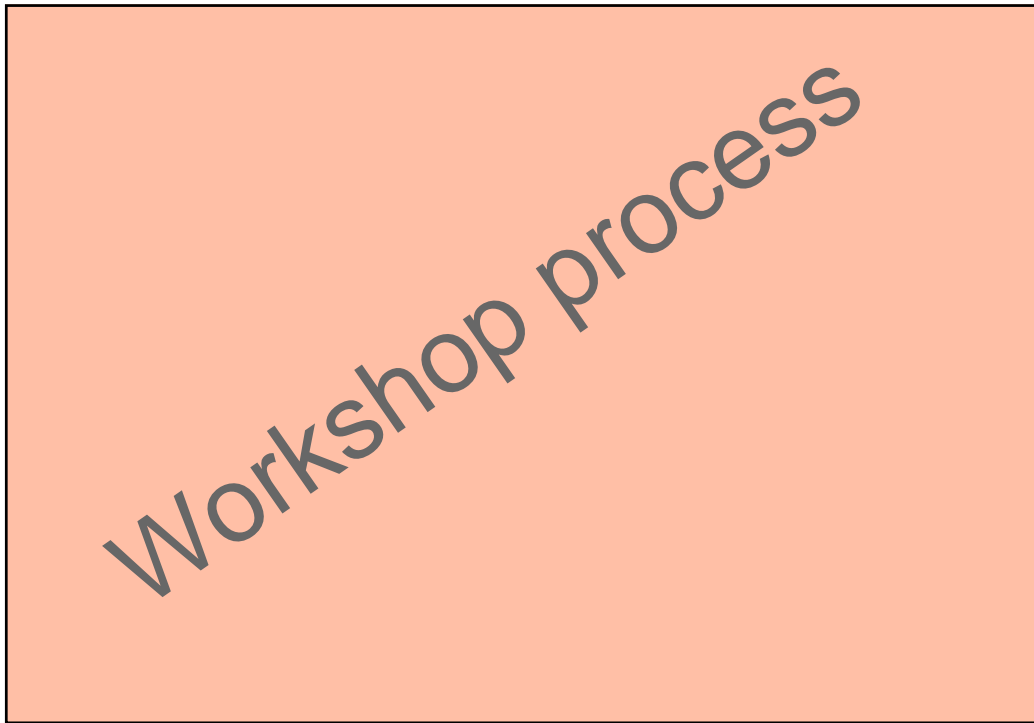
## Objective and Programme

### Objective:

To endorse Core Group proposal for approach and framework for joint support to Capacity Building

### Programme:

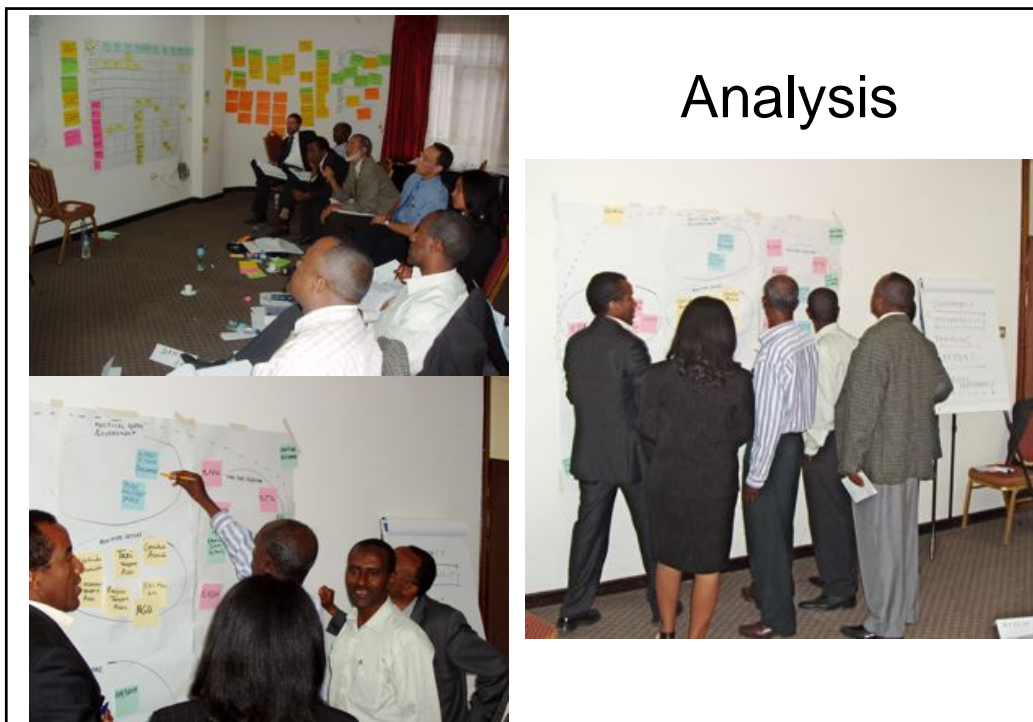
- Presentation of CB model
- Presentation of process
- Presentation of results
- Reactions and comments
- Conclusions



What happened Tuesday and Wednesday



## Analysis



### Analysis: sector stakeholders + relations



### Analysis: CB support in sector organisations

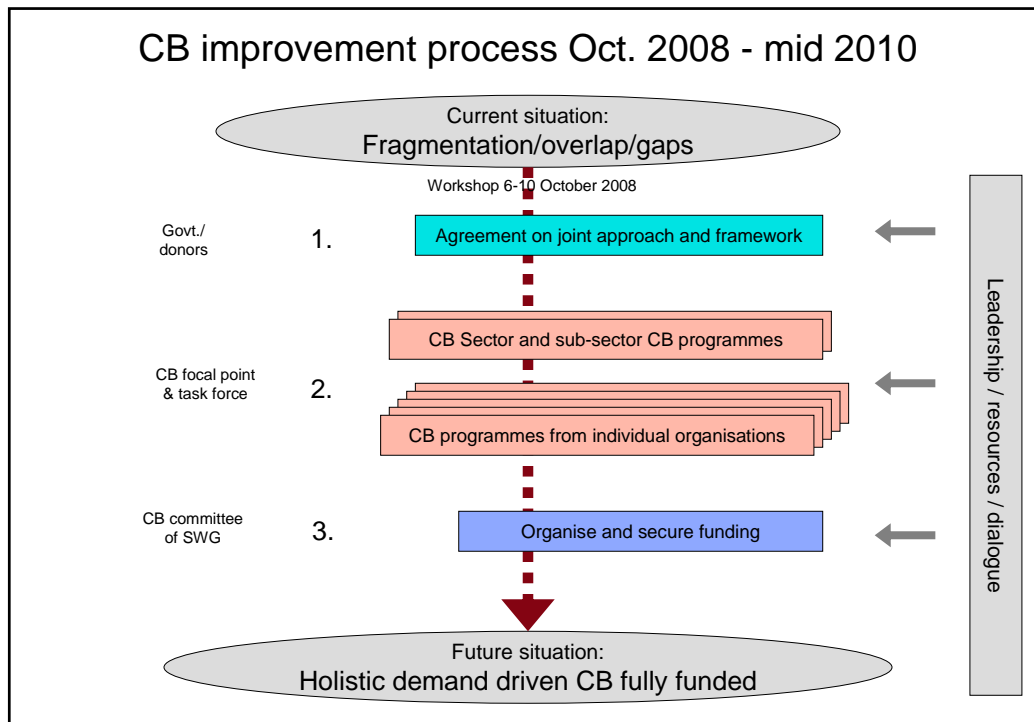
The Gantt chart displays the following tasks and their durations:

- A: 10 days
- B: 10 days
- C: 10 days
- D: 10 days
- E: 10 days
- F: 10 days
- G: 10 days
- H: 10 days
- I: 10 days
- J: 10 days
- K: 10 days
- L: 10 days

The chart also includes a timeline at the bottom with dates: 1/1/00, 1/15/00, 2/1/00, 2/15/00, 3/1/00, 3/15/00, 4/1/00, 4/15/00, 5/1/00, 5/15/00, 6/1/00, 6/15/00, 7/1/00, 7/15/00, 8/1/00, 8/15/00, 9/1/00, 9/15/00, 10/1/00, 10/15/00, 11/1/00, 11/15/00, 12/1/00, 12/15/00, 1/1/01, 1/15/01, 2/1/01, 2/15/01, 3/1/01, 3/15/01, 4/1/01, 4/15/01, 5/1/01, 5/15/01, 6/1/01, 6/15/01, 7/1/01, 7/15/01, 8/1/01, 8/15/01, 9/1/01, 9/15/01, 10/1/01, 10/15/01, 11/1/01, 11/15/01, 12/1/01, 12/15/01, 1/1/02, 1/15/02, 2/1/02, 2/15/02, 3/1/02, 3/15/02, 4/1/02, 4/15/02, 5/1/02, 5/15/02, 6/1/02, 6/15/02, 7/1/02, 7/15/02, 8/1/02, 8/15/02, 9/1/02, 9/15/02, 10/1/02, 10/15/02, 11/1/02, 11/15/02, 12/1/02, 12/15/02, 1/1/03, 1/15/03, 2/1/03, 2/15/03, 3/1/03, 3/15/03, 4/1/03, 4/15/03, 5/1/03, 5/15/03, 6/1/03, 6/15/03, 7/1/03, 7/15/03, 8/1/03, 8/15/03, 9/1/03, 9/15/03, 10/1/03, 10/15/03, 11/1/03, 11/15/03, 12/1/03, 12/15/03, 1/1/04, 1/15/04, 2/1/04, 2/15/04, 3/1/04, 3/15/04, 4/1/04, 4/15/04, 5/1/04, 5/15/04, 6/1/04, 6/15/04, 7/1/04, 7/15/04, 8/1/04, 8/15/04, 9/1/04, 9/15/04, 10/1/04, 10/15/04, 11/1/04, 11/15/04, 12/1/04, 12/15/04, 1/1/05, 1/15/05, 2/1/05, 2/15/05, 3/1/05, 3/15/05, 4/1/05, 4/15/05, 5/1/05, 5/15/05, 6/1/05, 6/15/05, 7/1/05, 7/15/05, 8/1/05, 8/15/05, 9/1/05, 9/15/05, 10/1/05, 10/15/05, 11/1/05, 11/15/05, 12/1/05, 12/15/05, 1/1/06, 1/15/06, 2/1/06, 2/15/06, 3/1/06, 3/15/06, 4/1/06, 4/15/06, 5/1/06, 5/15/06, 6/1/06, 6/15/06, 7/1/06, 7/15/06, 8/1/06, 8/15/06, 9/1/06, 9/15/06, 10/1/06, 10/15/06, 11/1/06, 11/15/06, 12/1/06, 12/15/06, 1/1/07, 1/15/07, 2/1/07, 2/15/07, 3/1/07, 3/15/07, 4/1/07, 4/15/07, 5/1/07, 5/15/07, 6/1/07, 6/15/07, 7/1/07, 7/15/07, 8/1/07, 8/15/07, 9/1/07, 9/15/07, 10/1/07, 10/15/07, 11/1/07, 11/15/07, 12/1/07, 12/15/07, 1/1/08, 1/15/08, 2/1/08, 2/15/08, 3/1/08, 3/15/08, 4/1/08, 4/15/08, 5/1/08, 5/15/08, 6/1/08, 6/15/08, 7/1/08, 7/15/08, 8/1/08, 8/15/08, 9/1/08, 9/15/08, 10/1/08, 10/15/08, 11/1/08, 11/15/08, 12/1/08, 12/15/08, 1/1/09, 1/15/09, 2/1/09, 2/15/09, 3/1/09, 3/15/09, 4/1/09, 4/15/09, 5/1/09, 5/15/09, 6/1/09, 6/15/09, 7/1/09, 7/15/09, 8/1/09, 8/15/09, 9/1/09, 9/15/09, 10/1/09, 10/15/09, 11/1/09, 11/15/09, 12/1/09, 12/15/09, 1/1/10, 1/15/10, 2/1/10, 2/15/10, 3/1/10, 3/15/10, 4/1/10, 4/15/10, 5/1/10, 5/15/10, 6/1/10, 6/15/10, 7/1/10, 7/15/10, 8/1/10, 8/15/10, 9/1/10, 9/15/10, 10/1/10, 10/15/10, 11/1/10, 11/15/10, 12/1/10, 12/15/10, 1/1/11, 1/15/11, 2/1/11, 2/15/11, 3/1/11, 3/15/11, 4/1/11, 4/15/11, 5/1/11, 5/15/11, 6/1/11, 6/15/11, 7/1/11, 7/15/11, 8/1/11, 8/15/11, 9/1/11, 9/15/11, 10/1/11, 10/15/11, 11/1/11, 11/15/11, 12/1/11, 12/15/11, 1/1/12, 1/15/12, 2/1/12, 2/15/12, 3/1/12, 3/15/12, 4/1/12, 4/15/12, 5/1/12, 5/15/12, 6/1/12, 6/15/12, 7/1/12, 7/15/12, 8/1/12, 8/15/12, 9/1/12, 9/15/12, 10/1/12, 10/15/12, 11/1/12, 11/15/12, 12/1/12, 12/15/12, 1/1/13, 1/15/13, 2/1/13, 2/15/13, 3/1/13, 3/15/13, 4/1/13, 4/15/13, 5/1/13, 5/15/13, 6/1/13, 6/15/13, 7/1/13, 7/15/13, 8/1/13, 8/15/13, 9/1/13, 9/15/13, 10/1/13, 10/15/13, 11/1/13, 11/15/13, 12/1/13, 12/15/13, 1/1/14, 1/15/14, 2/1/14, 2/15/14, 3/1/14, 3/15/14, 4/1/14, 4/15/14, 5/1/14, 5/15/14, 6/1/14, 6/15/14, 7/1/14, 7/15/14, 8/1/14, 8/15/14, 9/1/14, 9/15/14, 10/1/14, 10/15/14, 11/1/14, 11/15/14, 12/1/14, 12/15/14, 1/1/15, 1/15/15, 2/1/15, 2/15/15, 3/1/15, 3/15/15, 4/1/15, 4/15/15, 5/1/15, 5/15/15, 6/1/15, 6/15/15, 7/1/15, 7/15/15, 8/1/15, 8/15/15, 9/1/15, 9/15/15, 10/1/15, 10/15/15, 11/1/15, 11/15/15, 12/1/15, 12/15/15, 1/1/16, 1/15/16, 2/1/16, 2/15/16, 3/1/16, 3/15/16, 4/1/16, 4/15/16, 5/1/16, 5/15/16, 6/1/16, 6/15/16, 7/1/16, 7/15/16, 8/1/16, 8/15/16, 9/1/16, 9/15/16, 10/1/16, 10/15/16, 11/1/16, 11/15/16, 12/1/16, 12/15/16, 1/1/17, 1/15/17, 2/1/17, 2/15/17, 3/1/17, 3/15/17, 4/1/17, 4/15/17, 5/1/17, 5/15/17, 6/1/17, 6/15/17, 7/1/17, 7/15/17, 8/1/17, 8/15/17, 9/1/17, 9/15/17, 10/1/17, 10/15/17, 11/1/17, 11/15/17, 12/1/17, 12/15/17, 1/1/18, 1/15/18, 2

## Discussion results: 3 focus areas for CB

1. Agreed approach to joint CB
2. Organising CB in the sector
3. Organising support to CB



## Approach to joint Capacity Building

- **Commitment** of leadership
- **Holistic approach** to analysis of the sector and its organisations
- Assignment of **in-house human and financial resources**
- Identification of **sectoral strengths and weaknesses**
- Responsiveness to identified **demands**
- **Clear focus** on goals, objectives and performance
- **Measurement** and follow up on results

## Approach to joint Capacity Building

### Result:

Jointly endorsed approach and framework to CB

Approval of approach and framework  
by Partner Group  
on 10 October 2008

## Organising CB in the Sector

### Results:

- Sector and sub-sector CB needs identified
- CB needs of state and non-state individual organisations identified

Process	Who	When
• Assign focal point for sector CB	MoTaC	Late Oct. 2008
• Prepare short term action plan, including: <ul style="list-style-type: none"> <li>• formation of CB task force (MoTaC/MoWUD)</li> <li>• compilation of available reports on current CB</li> <li>• mapping of CB efforts showing what happens where and by which organisation</li> <li>• list main activities for first year</li> <li>• identify resources needed</li> </ul>	<ul style="list-style-type: none"> <li>• Focal point</li> <li>• CB task force</li> </ul>	Nov. 2008
• Endorsement of short term action plan	• TSWG, CB task force, Individual organisations	Dec. 2008 (TSWG meeting)
• Detailed plan and attached ToR for sector, sub-sector and organisational CB, taking into account: <ul style="list-style-type: none"> <li>• ongoing interventions</li> <li>• outputs of organisations and sector as a whole</li> </ul>	• Focal Point, CB task force, Individual organisations	March 2009
• Organise and guide CB assessment, leading to proposals for CB programmes	• Focal Point, CB task force, Individual organisations	Late 2009
• Integrate CB interventions in overall sector development	• Focal Point, CB task force, Individual organisations	Early 2010

## Organising support to CB

Result: Joint Capacity Building Plan fully funded.

Funding options:

- Mixed Pool - multi-lateral funds / bi-lateral funds
- Pool Fund - (most flexible in utilizing resources)

Process	Who	When
• Set up Capacity Building sub-working group (review body) under Transport Sector Working Group (TSWG)	• TSWG • CB task force	Febr. 2009
• Preparation of framework for funding arrangements	• CB TSWG sub-group	Oct. 2009
• TSWG discussion, consensus and endorsement of draft Capacity Building Proposals	TSWG	Late 2009
• Workshop to get feedback from broader stakeholders on comprehensive CB proposals	• MoTaC • CB task force	Dec. 2009
• High level endorsement	• Government • Donors	Jan. 2010
• Finalisation of Capacity Building Plan	• MoTaC • TSWG	Early 2010
• Donor funding arrangements – finalization	• Donors	Mid 2010

## Tasks of Government institutions

- **Focal Point: MoTaC**
  - Lead the implementation of the action plan towards a Joint Approach to CB
  - Ensure adequate resources and higher level commitment to its work
- **CB Task Force: MoTaC, MoWaUD, MoCB**
  - Advise and support Focal Point, particularly related to sector-wide CB analysis and programming
  - Support and guide individual institutions in their CB analysis/programming
- **Individual institutions**
  - Lead capacity assessment and CB programming in own institution
  - Present results to Task Force and Focal Point



## Tasks of joint working groups

- CB sub-group of Transport Sector Workgroup –  
2-3 from govt and donors side
  - Dialogue about progress and problems in implementation of the Action Plan
  - Support Focal point and Task Force
  - Mobilise additional resources when required
  - Make a Pooled Fund operational if relevant
- Transport Sector Working Group
  - Endorse short term action plan
  - Monitor Progress
  - Endorse Sector CB Programme and individual institutions' CB programmes
  - Mobilise funding for Sector and individual CB programmes
  - Active support and commitment to Action Plan implementation

## Facilitators' observations

- Great expectations – did we deliver?
- Positive trends and much to build on
- The ownership challenge
- Sector level capacity challenges: “soft” aspects, regions, rural roads..
- Challenges for institutions: walk and talk

## Capacity Development in the Transport Sector - 6-10. October 2008

### Preparatory note

Through this note, the facilitators would like to share with you:

1. some preliminary impressions based on the e-mail communication to date
2. a preliminary list of topics and issues for the October work
3. suggestions for actions before the workshop in October, including logistics
4. requests for further information from our side

### 1- Some impressions:

- There are heavy investments in the transport sector - this creates opportunities for capacity development (CD) as an integral part of these investments but also creates risks (e.g. infrastructure project completion and - spending may overshadow CD and sustainability concerns).
- A number of capacity development (CD) efforts have been undertaken in the sector over recent years, mainly in the form of training and system development. Performance seems to have improved in some areas.
- Various donors (6) provide capacity development (CD) support to the Ethiopian transport sector, largely linked to other activities funded by them. Strategic and operational coordination of this support does not appear to be very strong.
- CD is perceived largely as training/system development, but "systemic issues" linked to e.g. brain drain and ownership are also mentioned.
- It is not clear what the role of the Sector Working Group is in relation to CD - CD seems only to be coming on the collective agenda through this initiative.

### 2 - Preliminary work topics

For the October process we have suggested objectives, results and a flow which is outlined in the enclosed note (which can be used to inform potential participants). Below, we take the liberty to elaborate the focus areas suggested in the note, to allow for a discussion on how to organise our work.

*The sector and its capacity:*

- a. Key sector systems and actors
  - *Are we focusing on transport, or "only" on a subsector like e.g. terrestrial transport? Or rural roads? This has to be decided well before October!*
  - *Which organisations are part of the sector/sub-sector (core organisations, peripheral organisations)?*
  - *What are the linkages between these organisations (a.o. authority, cooperation, coordination, supply, service)*
  - *How are these linkages evaluated (e.g. quality, strength, efficiency, effect)?*

- b. Institutional, political economy and structural factors constraining or enabling CD in the sector
  - *Which are the main interest groups and what are their priorities in the sector?*
  - *How is demand for performance articulated?*
  - *What historical and socio-economical factors can we learn from regarding the sector and its capacity?*
  - *What are the incentives for performance in the public and private sector, respectively?*
- c. Existing capacity in key sector organisations
  - *How have results/outputs in the sector developed over recent years?*
  - *What internal capacity strengths can key organisations build on?*
  - *What positive external domestic support is sector organisations getting (e.g. from other Ministries, other stakeholders)?*
  - *What are recent success stories in both performance and in CD, and why were they successes?*
  - *What has made CD support from development partners effective?*

*Commitment to and capacity to change and CD:*

- d. Stakeholder interests in and resources for seeking or resisting change and CD
  - *At a specific level, who will be pushing for CD, who will resist?*
  - *How can a sufficiently strong “coalition for CD” be formed and maintained?*
- e. CD and change management resources available to lead a CD process
  - *Who (first names, last names) will have resources (authority, 360 degree support, funds etc.) to lead a CD process?*
  - *How can possible gaps in power and resources be remedied?*
  - *How should the work be organised?*

*Moving forward:*

- f. Strategic sequencing and scoping options for a CD process, adopting a platform thinking
  - *How should a CD process link and fit to broader sector development plans, and to other CD initiatives (e.g. PSCAP and other)?*
  - *Is it feasible and desirable to think of “platforms” to ensure “basic first” and then move to more advanced capacity achievements?*
- g. Detailed design options and tools
  - *Preparing a logical matrix for the coming period*
- h. Options for joint development partners’ support, roles and relations
  - *How far towards a “Sector-wide approach to CD” is it feasible to think of to align donor support to a government-led CD process?*

### 3. Suggested actions before the workshop

A number of actions have to be carried out before the workshop. We list them under three headings: a) Content, b) Participants, c) Logistics

#### a. Content

- Overall flow: We need your comments & questions to the analytical steps outlined in the attached note and expanded above. Based on this, we will make draft detailed programmes for all days. *For this purpose, please inform us about the habitual starting-closing-break schedule for workshops and seminars. We should preferably have a final draft programme by mid-September.*
- The Sector: You need to decide whether we are focusing on transport or on a sub-set/sub-sector. The composition of the Core Group indicates that the focus is broad, but you may still want to focus more on certain areas or institutions than others?
- Organisations, linkages, existing capacity and performance: Some of this knowledge may be commonly shared by stakeholders – and thus not worth spending too much time on. But in our experience, it is often part of the “capacity challenge” to develop a shared view on actors, roles and relations. Please let us know where you think we start in terms of available, shared information about e.g. sector performance, existing capacity, incentives etc.
- Involvement of a wider group of staff from relevant organisations in the sector: As an input to the October process, we suggest that we invite a group of your colleagues to respond to a few, open ended questions about the current capacity in the sector and how they see the way(s) forward. We would want to do that mid-September to have the replies well ahead of the workshops.
- “Capacity map”: The e-mails we have received gives a picture of some CD activities – we suggest that the core group prepare a “map” of these and other recent CD activities in a matrix with basic information about the different initiatives.
- Discuss if there are special “technical” inputs on CD which you would like to have from the side of the facilitators. We have previously circulated both the conceptual note and the toolkit which we will draw on, and will resend these materials shortly.

#### b. Participants

- Prepare and agree on a list of participants for the sector-group who will assist Monday afternoon and Thursday morning. This would of course reflect your discussion about the focus for the process (transport, roads, rural roads...). We assume that stakeholders come from government, private and non-government organisations, as well as development partners. We suggest the number be limited to around 30 for facilitation reasons, but leave the decision with you.
- Prepare and agree on who to invite for the Friday session which is very much a “marketing event” where a broader set of interested actors (government, development partners, civil and private society) can appreciate oth the conceptual framework and the results achieved.
- *Participants have to be invited well ahead of the event, so the core group should define the appropriate process and deadlines for this.*

#### c. Logistics

- We need a venue for the bigger workshops, with the habitual catering that are offered for short (3-4 hours) workshops. Subject to final confirmation, the venue will be paid by the facilitators on behalf of the EC funded project that also funds the facilitators – but booking has to be made locally.

- For the small workgroup (Tuesday-Wednesday) we strongly suggest that the relevant lead sector authority provides space if they can - we need a room spacey enough for the core group + 2 facilitators, a flip-over with sufficient paper, as well as a whiteboard if available.
- We kindly ask for assistance to book hotel rooms for the facilitators at available discount rates. We are scheduled to arrive Sunday 5 October and leave on Saturday 11th.
- It is expected that all materials provided by the facilitators will be printed in Bruxelles and sent to Addis.

#### 4. Information request

We would like to prepare ourselves both about the sector as well as on the CD issues playing a role in the (sub)-sector. We would appreciate if you could send us further documentation or links about:

- the set-up of the sector in terms of organisations
- the planning framework (sector plans)
- performance reports (annual reports, evaluations or reviews) which can help creating a picture of current performance and capacity
- CD reports, CD project documents

Best regards  
Jos Brand & Nils Boesen

## **Capacity Development Workshop for the Transport Sector: Preparatory Meeting - August 28<sup>th</sup>, 2008**

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**Aim:** to gather information and exchange views between donors and Government agencies prior to the Capacity Development Workshop of October 6th - 10<sup>th</sup> which will aim to get donors to agree a joint approach to support capacity development in the transport sector under Government leadership.

**Participants:**

**Ministry of Transport and Communications:** Mr. Beyene Belachew (Director)

**Federal Transport Authority:** Mr. Alemayehu Wolde (Director of Planning)

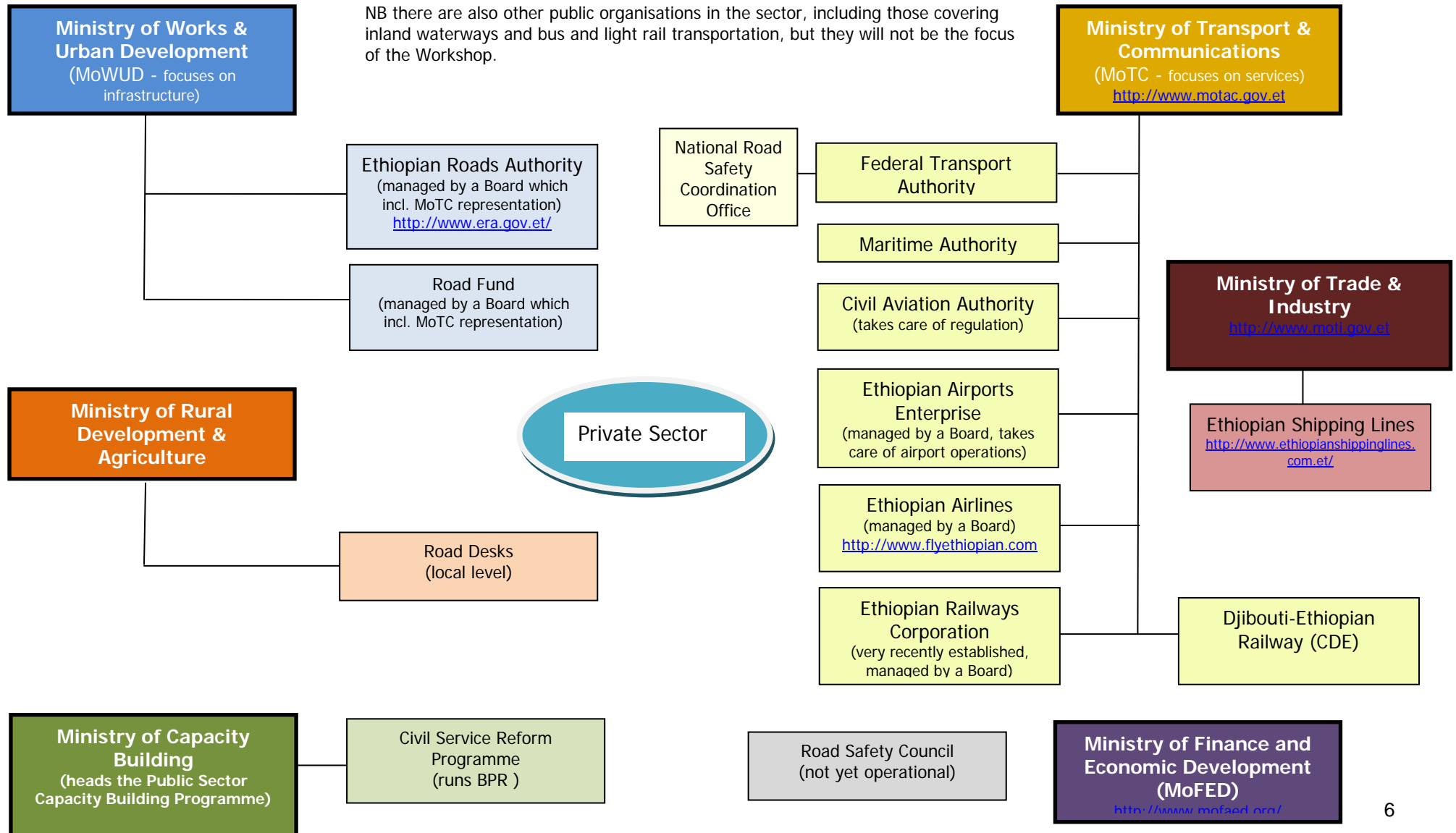
**Road Fund:** Mr. Alemayhu Teferi

**Ethiopian Civil Aviation Authority:** Mr. Mehale Hirute

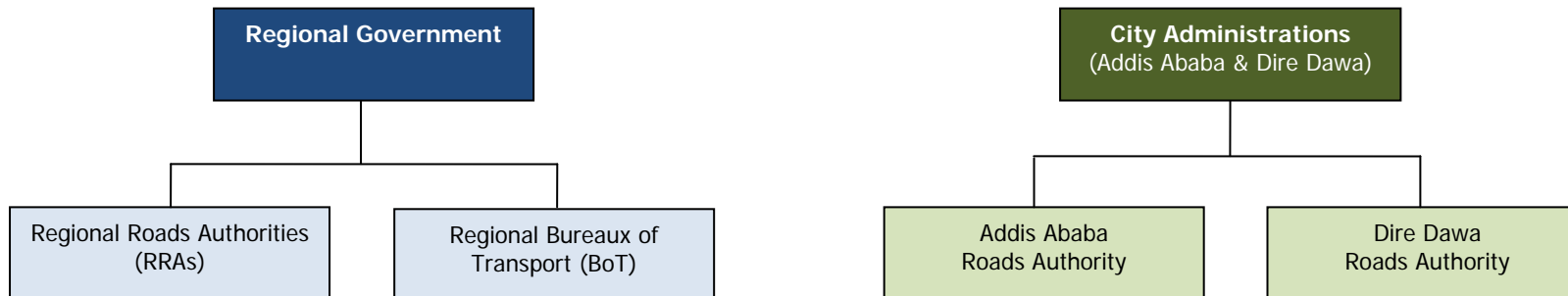
**World Bank:** Mr Yoshi Kawasumi (Senior Highway Engineer)

**European Commission:** Mr Markus Theobald (Head of Infrastructure Section), Mr. Abiy Tesfaye (Project Manager), Mr. Irvin Cohen (Consultant), Mr. Robert Carson (Consultant), Mr Andy Benfield (Consultant)

## Structure of the Sector - Ministries



## Structure of the Sector – Regional Level



### Some Structural Issues:

- Policy setting is spread across institutions – for example both the Ministry of Works and the Ethiopian Roads Authority set road policy.
- Agencies dealing with the same overall issues report to different Ministries (e.g. in roads to the Ministry of Transport, Ministry of Works, and, at local level, the Ministry of Rural Development), though generally transport services are dealt with by the Ministry of Transport while transport infrastructure is dealt with by the Ministry of Works.
- Regional Roads Authorities report to Regional Government not to the Ethiopian Roads Authority and regional transport bureaux also report to Regional Government rather than to the Federal Transport Authority.
- Work of local Road Desks seems to have no guidance from the Ministry of Works or Ministry of Transport, but ERA provides standard specifications for road construction and maintenance at the sub-federal level.
- Most woredas (local administrative units) are without a Road Desk.
- Contact with the Ministry of Capacity Building seems to be limited to the BPR exercises taking place under its Civil Service Reform Programme. No agency seems to have contact with the Public Sector Capacity Building Programme (<http://www.dfid.gov.uk/pubs/files/ethiopia-pscap.pdf>).



## **Discussion Questions & Answers**

### **1. How important is the sector?**

Very substantial capital investments take place in the sector, both by Government and donors, and the roads sub-sector receives the largest public budget allocation of any sector in Ethiopia. Capacity development activities are normally “bolted on” to larger projects.

### **2. Where does the funding come from?**

Government agencies’ funding comes from different sources with a split sometimes evident between who pays for capital and recurrent expenditures. The Ethiopian Roads Authority depends on both donor and Government funding and receives its recurrent funding from the Road Fund which also provides financing for the Regional Roads Authorities. Some agencies also gather their own revenues such as the Federal Transport Authority (licensing and other services) and the Road Fund is financed from dedicated revenues (mainly a fuel levy).

### **3. How are activities planned and performance measured?**

Most agencies have a multi-year plan which is broken down into annual components. Performance is reported on monthly, quarterly, bi-annually, and annually which is viewed by some as a rather heavy administrative burden which could be better streamlined while still maintaining the necessary monitoring of progress. At the top there is the national development strategy - “The Plan for Accelerated and Sustained Development to End Poverty” - then for the sector there is the “National Transport Masterplan” (currently being finalised). The Ministry of Transport has a Five Year Plan and then Annual Operational Plans, as does the Federal Transport Authority. The Ministry also has a Balanced Scorecard. At the sub sector-level: Roads - Roads 5-10 year Sector Development Plan; Civil Aviation: Five Year Plan, Action Plan based on ICAO safety oversight, Balanced Scorecard.

### **4. What do we mean by ‘Capacity Development’?**

Human resources (number, training, turnover), equipment, funding, policies, procedures, structures, systems.

### **5. Whose capacity are we talking about?**

In addition to the agencies above, several players have highlighted the need to build the capacity of the private sector (e.g. of local contractors to bid for and manage construction contracts) and of transport operators (e.g. through their associations).

### **6. What are the most pressing capacity constraints?**

Cash: restricted financial resources are a major problem for most agencies.

Equipment: a lack of both general office and specific technical equipment is experienced by many agencies. The Ministry of Transport particularly highlighted this. In the private sector, a general lack of equipment (and the poor condition of that which is available) is a serious constraint.

People: *Number*: often simply not enough, especially when it comes to highly skilled personnel such as engineers. *Training*: a particular problem. Several agencies are keen to receive more internationally accredited training for staff – Ministry of Transport, Federal Transport Authority, Ethiopian Roads Authority, Road Fund, Civil Aviation Authority. *Turnover*: a high staff turnover rate is reported by many agencies, especially the Ethiopian Roads Authority. This raises the question of how to ensure adequate incentives to retain staff.

Structure: several agencies report that inadequate autonomy restricts their operations and the achievement of their objectives. Some of this is structural and some comes from the official structure not being respected – i.e. autonomy has been officially granted but is not present in practice due to “mission creep” from the hierarchy. In general, decision making is felt to be overly hierarchical - the Road Fund and the Federal Transport Authority mentioned this problem in particular. The Ministry of Transport has a mandate to coordinate the agencies reporting to it, but finds this difficult to fulfil given resource constraints.

Systems: there are deficiencies in procedures and in communication - the Road Fund mentioned this problem in particular. The Ethiopian Roads Authority highlighted budget management as a difficulty. A lack of adequate electronic management information systems was also emphasised.

When capacity development activities do take place, a lack of clear indicators to measure results was highlighted as a problem. More generally, increased follow-up is felt necessary to ensure that activities like training are followed by real organisational change.

## **7. What's been / is being done?**

All Government agencies are currently undertaking Business Process Reengineering (BPR) exercises. This, at least in some cases, is providing clear recommended actions to improve capacity. Some agencies have other tools to guide capacity development such as Balanced Scorecards. Other activities are included in their multi-annual plans. A national Public Sector Capacity Building Programme exists - <http://www.dfid.gov.uk/pubs/files/ethiopia-pscap.pdf> - led by Government and funded by donors, however Government agencies in the sector reported no contact with this. Another Government-led, multi-donor programme which includes a capacity development component is the Protection of Basic Services initiative.

Regarding donor work:

African Development Bank: has provided capacity development support to the Ethiopian Road Authority's (ERA) 'Design Review Branch' to enable it to better review design documents, provide effective technical support to other ERA branches, administer design /design review contracts effectively and ensure that designs comply with ERA's standards. SPAN consultants from India have provided the TA services and the contract is 90% complete. The programme has trained staff (both onsite and abroad), developed various systems documents and templates and established a Computer Aided Design and Drafting unit.

Agence Francaise de Developpement: has worked with the Chemin de Fer Djibouti-Ethiopien (CDE - Djibouti-Ethiopia railway), Ethiopian Airlines and Addis Ababa City Government. Support has been provided through both soft loans (Ethiopian Airlines training centre extension, future CDE company rehabilitation) and with grants (support to transportation strategy for Addis Ababa City Government).

DFID: has (a) supported a five-year (2001-2006) project for building the capacity of ERA's District Maintenance Organisations to render them more commercially competitive, (b) included a capacity development component in its "Ethiopian Rural Travel and Transport Programme" in eight woredas including the production of a manual - <http://www.era.gov.et/ERTTPpage.htm> - which is now used by ERA for training, (c) provided support for the strengthening of ERA's IT capacity, (d) may support capacity development work on trail bridges in the near future.

European Commission: has commenced a long-term capacity development programme with ERA, the Regional Road Authorities, the Federal Transport Authority, and the domestic construction industry being the main beneficiaries. With Government, this covers issues like planning, contract management, mechanical engineering and civil engineering. With the private sector, issues such as how to bid for contracts and perform risk analysis are included.

JICA: has (a) provided support to ERA in the field of bridge management since 1998 through the provision of short-term and long-term experts and, in January 2007, a new 4 year project was agreed focusing on comprehensive bridge management which will include training for ERA, District Engineering Divisions, Rural Roads Authorities and local contractors, (b) provided capacity development support to the "Alemgena Training Centre", training in excess of 1,000 people and (c) provided construction equipment - bulldozers, graders, excavators, dump trucks - to ERA.

World Bank: has (a) provided various capacity development support to ERA: (i) long-term capacity development in project planning and implementation (SMEC International of Australia, June 2005 to August 2008) particularly on contract administration, dispute avoidance and resolution, risk management, project identification and prioritisation, road financing, environmental and social impact monitoring and right-of-way management. Ten employees have attended graduate programs at European Universities, three individuals have participated in specialised short-term training overseas, 141 training courses have been provided, 3,732 engineer-days of formal training have been conducted; (ii) updating of the Pavement Management System (PMS) and its calibration with the Highway Development and Management Model 4 for Ethiopia for more effective network planning and management; (iii) refinement of ERA's financial management system and its interface with the Management Information System and links with District Maintenance Offices; (iv) technical assistance to improve procurement quality, programme implementation safeguards, and efficiency and effectiveness of roads programme activities. Systems have been established to monitor performance of contractors and consultants and construction costs and unit rates are periodically assessed in order to assist in managing ongoing and planning future contracts. General support has also been provided to ERA's modernisation process with in-house systems updated and new monitoring systems piloted. (b) Has provided various capacity development support to the domestic construction industry: (i) two local contractors have been awarded road upgrading works contracts under National Competitive Bidding (NCB) (ii) contract tendering of the Yalo-Nehile road has been targeted at a group of 'lower class' contractors with little experience, using NCB procedures. This will serve as an on-the job training for lower class contractors, who will then seek the opportunity to graduate to Class-1 road contractors.

**8. What could donors do to support Capacity Development more effectively, both in the one-week workshop and subsequently?**

- Map existing activities and identify overlaps and gaps.
- Identify specific ways to link present programmes– joint trainings etc.
- Identify specific ways to better coordinate future programmes with Government and with each other, for example:
  - Planning donor support around the existing, multi-annual plans of Government agencies (e.g. Road Sector Development Programme, National Transport Master Plan) and around the outcomes of the current Business Process Reengineering exercises.
  - Agreeing a joint strategy for some specific capacity issues of particular concern: e.g. contract dispute resolution, rural roads (currently work is uncoordinated but the Government is drafting a new strategy on rural/community roads right now which gives a useful entry point), increasing use of local TA (e.g. setting up a database of approved local consultants and providing training), improving the capacity of the domestic construction industry.
  - Establish a pool fund, financed by donors, managed by the Sector Working Group, for Government-proposed capacity initiatives. Government agencies could then make individual applications, perhaps pre-screened at the Ministry level.
  - Agree common indicators for measuring the results of capacity development work.
  - Agree on a mechanism (e.g. steering group, mandatory presentation to Sector Working Group, etc.) to meet regularly and exchange information on progress, needs and coordination opportunities.
  - Establish a web-based database to map future capacity development activities, also including details of best practice / lessons learned.
- Investigate the possibility of providing technical assistance for regional roads authorities.
- Investigate the possibility of developing standard technical documents for road designers.
- Draft an Action Plan encompassing the above points.

#### **9. Core Group members for the upcoming Workshop :**

The Core Group will consist of one representative from each of the following:

- Ministry of Transport and Communications
- Ministry of Capacity Building
- Federal Transport Authority
- Ethiopian Roads Authority
- Road Fund Office
- Civil Aviation Authority
- World Bank
- European Commission
- Ethiopian Railways Corporation

Plus one representative from the EC-financed Capacity Building team as a resource person

## Joint Approach to Capacity Development in the Transport Sector in Ethiopia October 6<sup>th</sup> - 10<sup>th</sup> 2008

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### Objective

To identify a joint approach to support Capacity Development (CD) in the transport sector in Ethiopia by a critical mass of development partners.

### Expected Results

- A conceptual framework for moving forward with focus on specific, tangible results in the sector, and building on the authorities' leadership and management of the CD processes.
- An action plan for further work (possible diagnostic work, agenda-setting work, design of processes and support).

Monday October 6th	
09.00 - 12.30 (Core Group, Desalegn Hotel)	<p>Introduction and setting the scene:</p> <ul style="list-style-type: none"> <li>• Getting acquainted.</li> <li>• Confirmation of objectives, results and programme for the week, and adjustments as relevant.</li> <li>• Discussion of tasks and roles in the Core Group for the next days.</li> <li>• Review of available information.</li> <li>• Review of logistical arrangements.</li> <li>• Preparation of process for the afternoon session.</li> </ul>
14.00 - 17.00 (Transport Sector Working Group, MoTC)	<p>Welcome and background to the workshop (<i>Government and partner representative</i>).</p> <p>Objectives and programme for the afternoon and the week, role of Partner Group, Core Group and facilitators, introduction of participants (<i>Core Group</i>).</p> <p>Taking stock of the sector - participants' individual views (<i>Facilitators</i>).</p> <p>Capacity development and change management - a results-oriented approach. Presentation and discussion (<i>Facilitators</i>).</p> <p>Exchanging success stories and identifying issues. Buzz groups and plenary prioritization (<i>Facilitators</i>).</p>

	Summing up and next steps ( <i>Facilitators</i> ).
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Tuesday October 7 <sup>th</sup>	
(NB. Tuesday will concentrate on assessing the existing situation in the sector in relation to capacity, while Wednesday will look forward and identify ways of strengthening CD and CD support.)	
09.00 - 12.30 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Brief review of Monday's workshop.</li> <li>• Input by Core Group: summaries of BPR exercises.</li> <li>• Sector stakeholders: roles and relations. Based on the picture already provided by the Core Group, the roles, relations and relative importance of the various stakeholders will be discussed.</li> <li>• The wider institutional and political economy context, enabling and constraining factors for CD.</li> </ul>
14.00 - 17.00 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Existing capacities in the sector and constraining factors: <ul style="list-style-type: none"> <li>◦ <i>How have results/outputs in the sector developed over recent years?</i></li> <li>◦ <i>What internal capacity strengths can key organisations build on?</i></li> <li>◦ <i>What positive external domestic support are sector organisations getting (e.g. from other Ministries, other stakeholders)?</i></li> <li>◦ <i>What are recent success stories in both performance and in CD, and why were they successes?</i></li> </ul> </li> <li>• Donors support to CD: Achievements and limitations: <ul style="list-style-type: none"> <li>◦ <i>What roles are donors playing in relation to CD?</i></li> <li>◦ <i>When does it work best?</i></li> </ul> </li> </ul>
Wednesday October 8 <sup>th</sup>	
09.00 - 12.30 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Change and change capacity: <ul style="list-style-type: none"> <li>◦ <i>Support of and resistance to change and CD.</i></li> <li>◦ <i>Building a coalition for CD.</i></li> <li>◦ <i>CD team resources - what is available?</i></li> </ul> </li> <li>• Strategic directions: What are the priority challenges to be addressed at sector level? <ul style="list-style-type: none"> <li>◦ <i>Given constraints and enabling factors, and resources, how ambitious is it realistic to be?</i></li> <li>◦ <i>What are the "basics" that have to be addressed first?</i></li> </ul> </li> </ul>

14.00 - 17.00 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Strategic directions: sequencing and scoping, fit to other processes.</li> <li>• Action matrix for coming months.</li> <li>• Partners' role and support.</li> <li>• Prepare content and process for next morning.</li> </ul>
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Thursday October 9 <sup>th</sup>	
09.00 - 12.30 (Transport Sector Working Group, MoTC)	<ul style="list-style-type: none"> <li>• Presentation by Core Group of the results from Tuesday and Wednesday.</li> <li>• Buzz group and plenary discussions with feedback to Core Group from Partners' Group.</li> <li>• Formulation of tasks for Core Group.</li> </ul>
14.00 - 17.00 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Review of results from morning workshop.</li> <li>• Refining and adjusting action matrix and other products.</li> <li>• Identification of immediate next steps.</li> <li>• Preparation of Friday workshop.</li> </ul>
Friday October 10 <sup>th</sup>	
09.00 - 12.30 (Wider Stakeholders Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Introduction and welcome (<i>Core Group</i>).</li> <li>• Capacity development and change management - a results-oriented approach. Presentation and discussion (<i>Facilitators</i>).</li> <li>• Capacity challenges in the transport sector, and the way forward (<i>Core Group</i>).</li> <li>• Buzz group and plenary discussion.</li> <li>• Closure (<i>Government and partner representative</i>).</li> </ul>
12:30-14:00	<ul style="list-style-type: none"> <li>• Lunch Reception at the European Commission Delegation, hosted by the Ambassador.</li> </ul>
14:00-15:00 (Core Group, Desalegn Hotel)	<ul style="list-style-type: none"> <li>• Summary.</li> <li>• Evaluation.</li> </ul>



## Joint Learning Event

### Core Group and Sector Working Group participants

Core Group members: Entire week

Sector Working Group members: Monday afternoon, Thursday morning and Friday sessions.

	Name	Organisation	Position	Member of:
1.	Mr. Daniel Mengestie	ERA		Core Group/SWG
2.	Mr. Alemayhu Wolde	Fed. Transp. Authority	Director of Planning	Core Group/SWG
3.	Mr. Beyene Belachew	MoTaC	Director	Core Group/SWG
4.	Mr. Alemayhu Teferi	Road Fund		Core Group/SWG
5.	Mr. Mehale Hirute	ECAA	Air Transport & Planning Expert	Core Group/SWG
6.	Mr. Yoshi Kawasumi	WB	Senior Highway Engineer	Core Group/SWG
7.	Mr. Ioannis Kavvadas	EC	Technical Adviser	Core Group/SWG
8.	Mr. Irvén Cohen	EGIS/BCEOM	Transport Economist, Consultant	(Core Group/SWG resource person)
9.	Mr. Dereje Kidane	ADB	Infrastructure Specialist	SWG
10.	Mr. Yves Boudot	AFD		SWG
11.	Ms. Sinkinesh Befikadu	DAG	Assistant	SWG
12.	Mr. Abiy Tesfaye	EC	Project Manager	SWG
13.	Mr. Markus Theobald	EC	Head of Infrastructure Section	SWG
14.	Mr. Michel Cat	EC	Programme Manager	SWG
15.	Mr. Andy Benfield	EC	Consultant on Aid Effectiveness	SWG
16.	Mr. Takanori Satoyama	FAO	Policy Officer	SWG
17.	Mr. Getachew Abebe	MoTaC		SWG
18.	Mr. Atnafseged Kifle	MoTaC	Advisor	SWG
19.	Ms. Mesfin Wodajo	WB	Highway Engineer	SWG

## Annex 6

	NAME	POSITION	ORGANISATION
1	Beyene Belachew	Director	Ministry of Transport and Communication (MoTaC)
2	Mehale Hirute	Air Transport & Planning	Ethiopian Civil Aviation
3	Alemayehu Teferi	Department Head	Road Fund
4	Abebe Asrat	Head	National Road Safety Coordination Office
5	Daniel Zemichael	President	Ethiopian Freight Forwarders Shipping Agents Associations
6	Ayele Belachew	Board Member	Ethiopian Freight Forwarders Shipping Agents Associations
7	Mesfin Wodajo	Highway Engineer	World Bank
8	Kidanu W/Gebriel	Interp. Caalif Manager	Transport Authority
9	Zewde Biratu	BDS Expert	Egis/BCEOM ERA Capacity Building
10	Irvin Cohen	Transport Planner	EGIS/BCEOM ERA Capacity Building
11	Frank Ali	Finance Department, Head	Office of the Road Fund
12	Kassahun Deressa	Audit Service, Head	Office of the Road Fund
13	Hailay Gebretsadik	Head, Addis Ababa Bole International Airport	Ethiopian Airport Enterprise
14	Sinkinesh Befekadu	Admin Assistant to DAG	UNDP/Development Assistant Group
15	Yves Boudot	Regional Manager AFD	Agence Française du Développement
16	Dereje Kidane	Transport Specialist	African Development Bank
17	Amsalu Kebede		Ethiopian Consulting Engineers & Architects Association (ECEAA)
18	Michel Cat	Programme Manager	Delegation of European Commission
19	Daniel Mengestie	Branch Head	Ethiopian Roads Authority
20	Alemayehu Woldie	Planning Director	Federal Road Transport Authority
21	Yoshi Kawasumi	Highway Engineer	World Bank
22	Solomon Eshetu	Planning Manager	Chemin de Fer Ethiopie-Djibouti
23	Tefferia H. Gabriel	Head, Infrastructure	Chemin de Fer Ethiopie-Djibouti
24	Getachew Abebe	NAO	Ministry of Finance and Economic Development
25	Hailemariam Hailu	Team Leader	Ministry of Finance and Economic Development
26	Yohannes Kang	Gambella Transport Head	Gambella Road Transport Authority
27	Ajjra Owar	Gambella Transport	Gambella Road Transport Authority
28	Belay Tegegn	Afar Transport	Transport Authority
29	Wasshuen Seifu	Manager	Addis Ababa Transport Western Zone
30	Nigussie kebede	Vehicle Competency Assurance Process Director	Transport Authority
31	Getahun Assefa	Vehicle Competency Assurance Process Team Leader	Transport Authority D/D Branch
32	Satoyama Takanori	Policy Officer	FAO
33	Andy Benfield	Consultant	European Commission
34	Maxime La Tella	Programme Manager, Infrastructure	Delegation of European Commission
35	Markus Theobald	Head of Infrastructure Section	Delegation of European Commission
36	Ioannis Kavvadas	Technical Advisor	Delegation of European Commission

## List of documents reviewed

Capacity Building Services Project (EC) / RSDP	
1	Final Inception Report
2	B - Assessment of Organisational Structures
3	C3 - Demand from beneficiaries on training courses required
4	A1 - Domestic Construction Industry Review
5	Individual Project Summary Sheets
6	RSDP performance: eleven years later, ERA, September 2008
National Transport Master Plan Study	
7	National Transport Sector Strategy
8	Working draft Master Plan, Vol I .
9	Working draft Master Plan, Vol. II
10	Public Sector Capacity Building Programme (2-page note, as linked in the core group meeting minutes)
Other	
11	Ethiopian Rural Travel and Transport Programme (ERTTP), 6 manuals downloadable through link in Core Group Meeting Minutes.
12	Core Group Preparatory Meeting 28 August 2008
13	Capacity development proposals for the transport sector, informal note for the Core Group

# Annex 8

## Participant evaluation

### 1. Reactions to pre-coded questions

Sector Working Group Participants													
	Overall Average	National Stakeholders					Devl.Partners						
		Average	Ind. scores				Average	Individual scores					
Rating of results	2.0	2.3	2	2	3		1.8	2	2	2	1	2	2
Rating of events	1.8	1.7	1	2	2		1.8	2	2	1	2	2	2
Average of above	1.9	2.0	1.5	2.0	2.5		1.8	2.0	2.0	1.5	1.5	2	2
Core Group Participants													
		National Stakeholders					Devl.Partners						
		Average	Ind. scores				Average	Ind. scores					
Rating of results	1.9	1.8	2	1	2	2	2.0	2	2	2			
Expectations met	2.6	2.8	3	2	2	4	2.3	2	2	3			
Performance of facilitators	1.4	1.3	2	1	1	1	1.7	1	2	2			
Preparation of workshop	1.7	1.3	2	1	1	1	2.3	2	2	3			
Materials	1.7	1.5	2	2	1	1	2.0	2	2	2			
Venue	1.9	1.5	2	2	1	1	2.3	2	2	3			
Overall assessment of return on time invested	1.7	1.5	2	1	1	2	2.0	2	2	2			
Average of above	1.8	1.6	2.1	1.4	1.3	1.7	2.1	1.9	2.0	2.4			

Coding: 1. Very good  
 2. Good  
 3. Insufficient  
 4. Poor

## 2. Reactions to open questions

### Core Group (N=7)

#### 1. How do you rate the results coming out of the workshop?

Government	Donor
It will be very good if some assessment were made before (assessing the existing situation)	The very much participatory approach to ensure ownership among govt. officials worked well. The proposed 'process framework' is simple, but appears realistic

#### 2. How well were your expectations met?

Government	Donor
<ul style="list-style-type: none"> <li>My expectation was to have my institution's CB needs identified and an implementation plan is formulated</li> <li>Logical structured approach to the workshop</li> <li>The expectation of this meeting was not clear before I came here. However I have now something to take with me.</li> <li>My expectation was to have a clearly identified CB for the sector; what so far has been done is the process</li> </ul>	There has been a gap between the expectation we had and what was originally intended by consultants - which were initially not recognised by the core group members

#### 3. How well did the facilitators perform

Government	Donor
<ul style="list-style-type: none"> <li>The facilitators are very good and they make life easy</li> <li>It was interactive and participatory</li> </ul>	<ul style="list-style-type: none"> <li>Consultants had obviously done background work</li> <li>The guidance by the facilitators was very effective. Some frustration somehow expressed by them may7 have also worked positively to the core members - like parents' frustration sometimes works positively</li> </ul>

#### 5. What is your overall assessment (return on investment)?

Government	Donor
	Considering the limited time/days actually spent, return is high

#### 6. What can be improved for future events?

##### Preparing the event

Government	Donor
<ul style="list-style-type: none"> <li>Excellent</li> <li>More has to be done during the preparation process</li> <li>I found it interesting</li> </ul>	<ul style="list-style-type: none"> <li>Some miscommunication existed during the preparation process</li> <li>The time allowed for the preparation process may7 have been relatively long (not in terms of actual days spent), But there has been much communication between facilitators, EC and the core members, which may have led to some misunderstanding</li> </ul>

##### The event itself

Government	Donor
	The learning and discussion process was very interesting. Step by step the the core members started to understand the complexity of the tasks ahead. Both govt. officials and donors came to understand that 'haste makes waste'. However, I am not yet sure how this

	workshop really makes a difference in the way the Ministry/agencies and donors work... We may need similar workshops for long.
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### Transport Sector Working Group (N=9, excluding the Core Group members)

What can be improved for future events regarding events for SWG and/or the whole process?

Government	Donor
<ul style="list-style-type: none"> <li>• More participation of the private sector</li> <li>• There need to be sufficient time allocated for the workshop including all stakeholders including the Min. of CB</li> <li>• Identify a clearer strategy. On how to move forward, for institutions to fully own it and ready to move to the next steps</li> </ul>	<ul style="list-style-type: none"> <li>• More preparation work in country</li> <li>• More examples of lessons learned, best practices from other places</li> <li>• Joint donor funding of process to increase legitimacy</li> <li>• Rather than one week non-stop better to come for a couple of days per month over some time to really get a process going</li> <li>• It is better to have more information about the main stakeholders, their functions, mandates and responsibilities in advance to make the workshop more usefull, full of better information and understanding of the sector</li> <li>• For preparation of the workshop within the country more explanations and instructions and an example of a previous workshop would be helpful</li> <li>• Is three layers of groups really necessary?</li> <li>• Sufficient time allocation</li> <li>• Doing some sort of pre-asessment by facilitators or consultants before organising the workshops</li> <li>• Very good time keeping and consultants created good mood in the group which enhanced lively and constructive discussion</li> <li>• Presentation on CD on Monday could be better if it was shorter</li> </ul>