



# D1.3 Note on Ecosystem Engagement

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<b>Abstract</b>	DIGILOGIC takes a system change approach that requires the involvement and participation of many stakeholders in the smart logistics sector. Therefore, DIGILOGIC has built a stakeholder network in the first 18 months that will be strengthened in the project's second half.
<b>Keywords</b>	Ecosystem, partnerships, system change

## Document Revision History

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v0.2	23.06.2022	Internal review	Maumo Mubila (BHIVE), Francesca Pozzar (FINN)
v0.3	24.06.2022	Revision	Claudia Knobloch (ENDEVA), Paola Zisman (ENDEVA)
V1.0	30.06.2022	Final Version	Charlotte Edzard (DHM)

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PU	Public, fully open, e.g. web	x
CL	Classified information as referred to in Commission Decision 2001/844/EC	
CO	Confidential to DIGILOGIC project and Commission Services	

\* **R:** Document, report (excluding the periodic and final reports)

**DEM:** Demonstrator, pilot, prototype, plan designs

**DEC:** Websites, patents filing, press & media actions, videos, etc.

**OTHER:** Software, technical diagram, etc.

## EXECUTIVE SUMMARY

Stakeholder engagement is essential to completing DIGILOGIC's mission to strengthen local digital innovation and startup ecosystems through AU and EU Digital Innovation Hubs (DIHs). DIGILOGIC's systemic approach can only be reached through the inclusion of all relevant actors of the smart logistics system.

Engaging relevant and different AU and EU stakeholders from multiple sectors is a collaborative process conducted throughout the project's duration as a continued dialogue. Engagement began in the first phases of the project through an ecosystem mapping. The mapping identified and consulted relevant and interested parties to include stakeholders' views in the project's design, operations and activity implementation.

The DIGILOGIC stakeholder engagement is divided between internal engagement of consortium members with peer learning and joint activity implementation, and external stakeholder engagement, which includes for example two advisory boards, external communication and involvement in activities as mentors or experts.

Looking forward, DIGILOGIC hopes to expand their network of stakeholders even further while at the same time intensifying existing relationships without overusing their valuable resources.



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## ABBREVIATIONS

<b>AEIP</b>	Africa Europe Innovation Partnership
<b>ALICE</b>	Alliance for Logistics Innovation through Collaboration in Europe
<b>BOWI</b>	Boosting Widening Digital Innovation Hubs
<b>DIH</b>	Digital Innovation Hub
<b>DoP</b>	Design Options Paper
<b>EC</b>	European Commission
<b>HLAB</b>	High-Level Advisory Board
<b>ICT</b>	Information and Communication Technologies
<b>IIB</b>	Impact and Innovation Board
<b>NGO</b>	Non-Governmental Organisation
<b>STORM</b>	Smart freight Transport and logistics Research Methodologies

# 1 INTRODUCTION

DIGILOGIC aims to reinforce the development and establishment of a Pan-African network of Digital Innovation/Tech Hubs through strengthening local digital innovation and startup ecosystems, thereby contributing to the European Commission's call H2020-ICT-58-2020 with the topic "International partnership building between European and African innovation hubs". Stakeholder engagement is critical to achieving this mission of establishing and strengthening strategic linkages among African and European DIHs and their respective ecosystems.

## 1.1 OBJECTIVE OF THIS REPORT

This report summarises the stakeholder engagement activities during the first 18 months of DIGILOGIC and provides a preview of the activities in the second half of the project.

The goal of the stakeholder engagement in the DIGILOGIC project is to scope out the system and highlight the different roles and engagement levels for each consortium partner. In addition, the responsible task leads also ensure that stakeholders outside the consortium are continuously involved and engaged. External stakeholders include governments, corporate companies, innovators, academia, diaspora organisations, projects funded under the ICT-58 and other relevant projects under the European Development Cooperation Instrument and the European Neighbourhood Instrument, or those involved in the Marshall Plan for Africa.

The overarching objective of WP1 is to create long-lasting partnerships between the engaged EU-AU DIHs that lead to concrete, tangible and sustainable impact.

## 1.2 METHODOLOGY

This first note on ecosystem engagement shows what has been achieved so far and highlights areas of improvement for the way forward, which will be reported in the second note on ecosystem engagement. The information for this note on stakeholder engagement was crowdsourced from the different consortium members to reflect best the variety of stakeholders involved in the various DIGILOGIC activities.

The DIGILOGIC stakeholder engagement can be divided between internal consortium members and external stakeholder engagement. The internal consortium member engagement includes the shared visioning process for the ecosystem mapping in year one, continued into the development and implementation of activities and was reinforced by the dedicated peer-learning format in year one. The external stakeholder engagement also began in year one with the ecosystem mapping. The ecosystem mapping helped highlight the stakeholder categories represented in the smart logistics system in Europe and Africa (i.e. government, logistics providers, entrepreneurs etc.). Additionally, this mapping helped identify suitable members for the High Level Advisory Board (HLAB) and the Impact and Innovation Board (IIB) of DIGILOGIC. These two boards formalised the engagement of 16 individuals who work for relevant organisations in the smart logistics space. The other stakeholder engagement was streamlined through the different implementation and communication activities.

The stakeholder engagement among consortium members and external stakeholders has mostly taken place online. DIGILOGIC implemented online consultation, online activities (i.e. Peer Learning, Capacity Building Programme) and online communication formats (i.e. webinars, newsletters). For in-person stakeholder engagement, we count dissemination activities where DIGILOGIC could be presented at in-person events, such as the 2022 Land-Linked transport, trade & logistics event in Zambia.



## 2 ENGAGEMENT OF CONSORTIUM PARTNERS

This chapter describes how the seven consortium partners of DIGILOGIC collaborated during the first 18 months of the project.

### 2.1 COMMON VISION

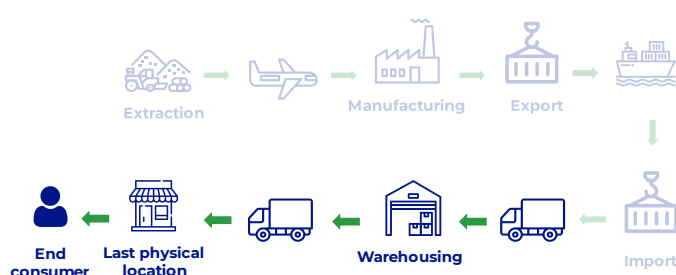
Setting a common vision among consortium members allowed to align the design of activities and set a shared goal while giving a direction on the types of external stakeholders who need to be engaged to achieve the ambitions outlined.

This visioning process started with a consultation of the seven African and European consortium partners complemented by primary and secondary research to inform the focus area of the system analysed. In this step, the consortium guided by Endeava identified the scope (see Figure 1 below), an aspirational state (guiding star) and a nearer-term desired outcome (near star; see Figures 2) and a guiding question.

The guiding question is, “How might we create partnerships, facilitated by Digital Innovation Hubs (DIHs) within the logistics ecosystem, that leverage technology to make critical mile logistics in Africa more efficient, affordable, inclusive and sustainable?”.

This process helped to focus on understanding the system at hand, African and European innovation in smart logistics and aligning the partners’ understanding of the project’s objective.

## Scope: Put a spotlight on the **critical** mile but not disregard the rest of system



- **The actors** mapped in our systems are also operating further up the logistics value chain
- **The challenges** in the critical mile are relevant across the logistics value chain (e.g need to increase volume, tracking, matching)
- We keep an **open eye** on other relevant solutions connected to the critical mile
- The patterns identified in the African context are **visible across the globe**

FIGURE 1: SCOPE OF DIGILOGIC

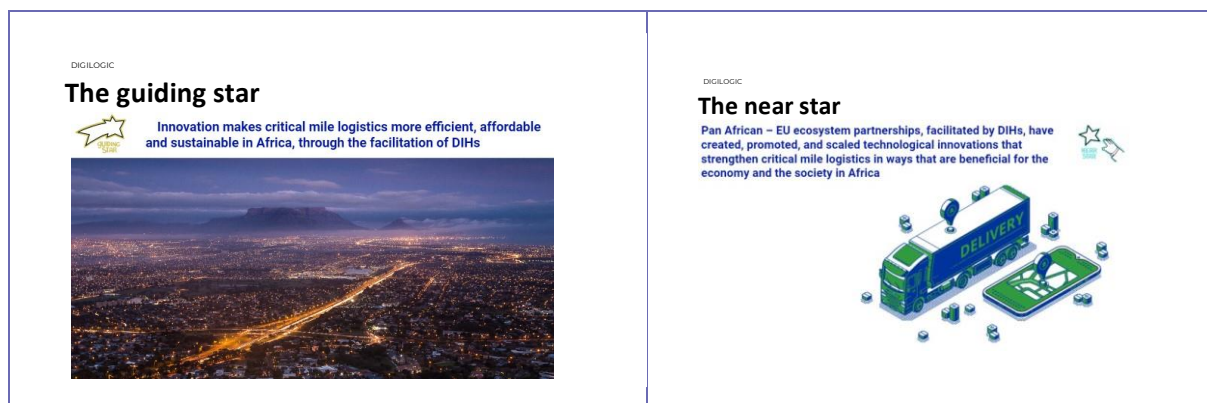


FIGURE 2: DIGILOGIC GUIDING STAR AND NEAR STAR

## 2.2 SHARING BEST PRACTICES

During the first year of its implementation, DIGILOGIC carried out a thorough peer learning process to share best practices and know-how among its European and African consortium members.

To improve their offerings and strengthen collaboration, the DIH members of the DIGILOGIC consortium have exchanged their common challenges and experiences. They have used the peer learning approach “Twinning Advanced”<sup>1</sup> to exchange know-how on how DIHs can support innovators to overcome main obstacles with a specific spotlight on logistics at the critical mile. The peer learning took place throughout four online workshops, which lasted 3 hours each (see overview table 1 on the next page), and was complemented by bilateral twinning session between the consortium members.

From the peer-learning methodology and cross-continent exchange, DIHs are expected to mutually learn from best practices to enhance skills and capabilities in the domains of digital and entrepreneurship empowerment. Based on this, DIHs will be able to improve their offers by adapting the lessons learnt to the local context and by including them in their daily work.

The peer learning process aimed to share experiences and optimise know-how in entrepreneurial support in different cultural environments. This approach was particularly relevant in the context of the DIGILOGIC project as DIH consortium members operate in different countries between Europe and Africa. Therefore, adequate peer learning methodologies were implemented to establish strategic linkages among African and European DIHs. Comparing and combining the most effective good practices of DIHs offers information for future DIGILOGIC activities and valuable options for integration into new projects by any DIH involved.

<sup>1</sup> This is a format during which every participant meets every other participant for two hours to exchange on one specific topic.

TABLE 1: OVERVIEW OF PARTICIPANTS IN PEER-LEARNING WORKSHOPS

	Workshop 1: Transparency	Workshop 2: Collaboration	Workshop 3: Business models for smart logistics	Workshop 4: Digital upskilling and reskilling
<i>Date</i>	21/09/2021	15/10/2021	04/11/2021	30/11/ 2021
<b>B-HIVE</b>	Maumo Mubila Peter Nawa Simunza Muyangana	Maumo Mubila Simunza Muyangana Nomsa Ngoma		Maumo Mubila Silumesii Maboshe Simunza Muyangana
<b>DHM</b>	Kamar Aden Omar Maria Beck	Darja Kramer	Darja Kramer Markus Witthaut	Charlotte Edzard Lisa Guggenmos Kamar Aden Omar
<b>Endeva</b>	Claudia Knobloch Paola Zisman	Claudia Knobloch Paola Zisman	Paola Zisman	Claudia Knobloch
<b>FINN</b>	Claudia Baracchini Elena Piccinato Elide Hrvatin Francesca Pozzar	Claudia Baracchini Elena Piccinato Elide Hrvatin Francesca Pozzar	Claudia Baracchini Elide Hrvatin Francesca Pozzar Tommaso Bernardini	Claudia Baracchini Elide Hrvatin Francesca Pozzar Saverio D'Eredità
<b>MEST</b>	Bhavik Doshi Femi Adewumi Gerhard Mallah Prasanth Kumar Toyin Dania	Bhavik Doshi Daniel Delali Femi Adewumi Gerhard Mallah Toyin Dania	Bhavik Doshi Isreal Agbeti Toyin Dania	Isreal Agbeti Toyin Dania
<b>VTT</b>	Stephen Fox	Stephen Fox	Stephen Fox	Stephen Fox
<b>External</b>	Kirsten Tangemann (Social Business Hub Styria)	Kirsten Tangemann (Social Business Hub Styria)	Kirsten Tangemann (Social Business Hub Styria) Sofia Montresor (SpeedHub Verona)	Kirsten Tangemann (Social Business Hub Styria)
<b>Total</b>	18	16	13	15

The peer learning exercise was documented in a Design Options Paper (DOP). This DOP presents options, guidelines and implementation alternatives that the five DIGILOGIC DIHs, two African DIHs (MEST and B-HIVE) and three European DIHs (DHM, FINN and VTT) would recommend to other innovation support service agencies.

In addition to sharing knowledge and exchanging best practices, the peer learning process was aimed at strengthening the relationships between the different DIH consortium members for the DIGILOGIC project and beyond.

## 2.3 JOINT IMPLEMENTATION

DIGILOGIC's activities are sequenced to feed into and build on one another to pool learnings and ensure the most successful outcomes. As such, the concept design of each activity is a joined consortium effort, where the activity lead welcomes inputs and feedback from other consortium members with complementary expertise and skills. New concepts were presented during the monthly consortium meeting; subsequently, more brainstorming meetings were scheduled, and online collaboration tools (i.e. Mural Board) were made available to collect input from relevant consortium members. For example, the initial ecosystem mapping led by Endeva informed the scope of the Peer Learning activities carried out by FINN, which shed light on the structure of the Capacity Building Programme run by MEST and B-HIVE.

In DIGILOGIC, joint consortium effort also spans beyond the conception phase and is materialised with a joined implementation. This is the case with the currently ongoing Capacity Building Programme. MEST and B-HIVE are deploying a digital entrepreneurship Capacity Building Programme for youth (18-35) and vulnerable groups in Africa, including women. MEST and B-HIVE have jointly developed and implemented this activity from the concept to the marketing, the recruitment, the selection, the implementation and M&E processes. For the first round of the Capacity Building Programme in June 2022 MEST is hosting and teaching alongside B-HIVE. The second cohort of the programme will be hosted by B-HIVE in Zambia in November 2022. This teaching partnership



allows to complement the expertise area of both consortium partners; MEST's focus is more on entrepreneurship courses while B-HIVE's focus is on the digital skills side.

Upcoming joint implementation of activities will also include the Co-Creation Labs: FINN, as the activity lead, has engaged other consortium members (i.e. Endeava, DHM, VTT, MEST and B-HIVE) to act as mentors and experts. Similarly, for the Challenges led by VTT, the bootcamp and mentoring will be supported by experts from DHM.



### 3 ENGAGEMENT OF STAKEHOLDERS OUTSIDE THE CONSORTIUM

DIGILOGIC aims to reinforce the development and establishment of Pan-African networks of Digital Innovation/Tech Hubs through strengthening local digital innovation and startup ecosystems. Thus, engaging the stakeholders of the ecosystem outside the consortium is critical. This engagement process started with finding the complementarity of stakeholders and providing them with different relevant opportunities for engagement. Stakeholders are engaged as board members supporting the design of activities, participants in the various implementation programmes, contributors to the community platform, panellists of webinars, as learners or networking partners.

#### 3.1 PARTICIPANTS IN ONLINE CONSULTATIONS TO EXPLORE THE SYSTEM AND THE SECTOR

DIGILOGIC’s systems change methodology set out to understand how innovation might make critical mile logistics more efficient, affordable, inclusive and sustainable through the facilitation of DIHs. Endeava conducted two online expert consultations in early 2021 with more than 50 stakeholders engaged and consulted. The stakeholders ranged from smart logistics startups to larger logistics providers, government bodies, multinational companies, non-governmental organisations (NGOs), research institutions, and telecommunication operators to cover Africa’s critical mile logistics system (see Figure 4 below). Such a multi-perspective approach ensured a comprehensive analysis of how critical mile logistics works in Africa. This mapping of the transport and logistics sector helped DIGILOGIC understand the inner workings of the critical mile logistics in Africa, its landscape of relevant stakeholders and its most promising opportunities for change.

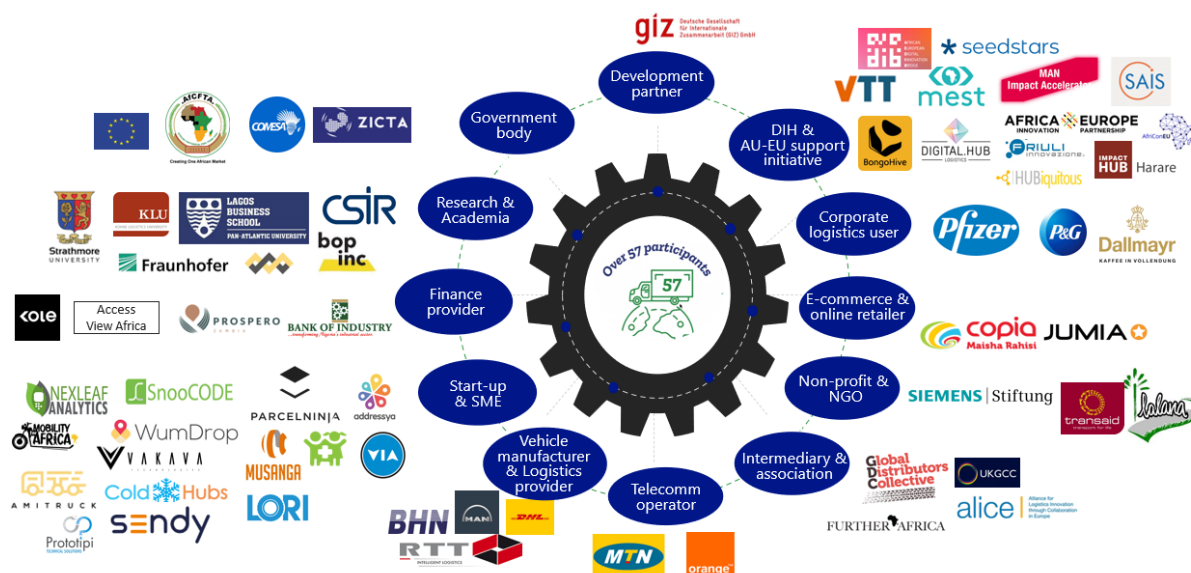


FIGURE 3: STAKEHOLDER ENGAGED IN ONLINE CONSULTATION

Finally, these online consultations represented the first touchpoint with stakeholders and ensured that their respective perspectives were included in our approach to the system. This helped to get stakeholders’ buy-in and informed the design of DIGILOGIC activities.

## 3.2 HIGH LEVEL ADVISORY BOARD

The High-Level Advisory Board (HLAB) comprises experts from diverse backgrounds and geographies, such as corporate partners, development partners, impact partners and government. The HLAB members have specific knowledge of different aspects of smart logistics, such as on-the-ground logistics intelligence, marketing, product development, sales techniques, government insights, research, ecosystem connectors etc.

The selection of relevant HLAB profiles was derived from the ecosystem mapping and had elicited over 45 potential HLAB considerations, which were narrowed down to 10 who shared the DIGILOGIC Vision. The HLAB members have been matched for their qualities that complement the existing consortium and support the expertise gaps in the DIGILOGIC team. The HLAB will strengthen the consortium by providing strategic insights and leveraging their respective sphere of influence.

During the quarterly board meetings, HLAB members are engaged and consulted on issues that arise across the different project activities and have not been solved internally. HLAB members offer solutions and resources to overcome challenges. Similarly, HLAB members are engaged as strategic knowledge providers benefiting from sharp insights into the logistics industry trends. The strategic input from the HLAB members helps to refine activities to ensure their successful uptake, such as the Call for Challenges or the Co-creation labs. Lastly, HLAB members are solicited for their sphere of influence to disseminate DIGILOGIC opportunities and bring in missing stakeholders.

TABLE 2: MEMBERS OF HIGH LEVEL ADVISORY BOARD (HLAB)

HLAB MEMBERS				
NAME	SECTOR	ORGANIZATION	COUNTRY	POSITION
Steve Grey	Private Sector	Ghana/UK Chamber	UK/Ghana	UK export finance representative, West & Central Africa
Mark Allison	Logistics	RTT	South Africa	Group communication specialist/ business development
Dr Fabio Scala	Private sector/ Finance	Further Africa	Mozambique	Director
Professor Rajkumar Roy	Academic	City University	UK	Dean school of mathematics, computer science and engineering
Mark Mwangi	Logistics	Amitruck	Kenya	Director
Flora Ismail Tibazarwa	DIH	Southern African Innovation Support Programme (SAIS)	South Africa	Programme Director
Olayinka David-West	Academic	Lagos Business School	Nigeria	Associate dean and professor of information systems
Chuka Alumona	Private Sector	Procter & Gamble	Global	Director – global go-to-market transformation and distributor operations
Holger Schneebeck	Logistics	Deutsche Post DHL Group	Global	DHL-Corporate Development
Eric Lwao	Government	Zambia Information and Communications Technology Authority	Zambia	Manager Postal

### 3.3 IMPACT AND INNOVATION BOARD

The DIGILOGIC Impact and Innovation Board (IIB) aimed to set up a group of innovators and experts from diverse backgrounds and geographies. Compared to the HLAB's strategic advisory role, the IIB is more hands-on and engaged with DIGILOGIC's activities.

The IIB is an operational pool of expertise outside the consortium to help DIGILOGIC engage with relevant ecosystem knowledge in logistics and advise on specific components of DIGILOGIC activities. In addition to attending quarterly update board meetings, the IIB members are actively engaged as panellists in events, mentors, connectors, off-takers and knowledge product contributors.

- IIB members are regular panellists on DIGILOGIC webinars as a source of relevant industry insights. Engaging them in such events also allows them to attract their networks as participants.
- IIB members also represent an opportunity to ensure the activities' sustainability as potential off-takers. For example, in the Capacity Building Programme, Sesinam Dagadu from SnooCODE will offer top trainee internship opportunities.
- As key players in their respective ecosystems, IIB members are critical in disseminating DIGILOGIC's opportunities and activities. This connector role has cross-cutting benefits and contributes to DIGILOGIC's ambition to reach multi-stakeholder groups in the innovation and logistics ecosystems in Africa and Europe.
- As experts, the IIB members are also knowledge product contributors by adding relevant existing resources to the library of the Community Platform or by generating new ones such as insightful industry podcasts.
- Through the project's development, the hands-on focus on the IIB has evolved to accommodate arising needs. Over the last months, the IIB members have taken a more prominent role in the design of the Co-Creation Labs. During the implementation of this activity, they will take an active role as mentors and keynote speakers in the thematic lab that matches best their area of expertise.

Overall, the IIB's operational role allows to tailor activities according to the needs of the innovation and logistics ecosystems. Such an ecosystem driven framing furthers DIGILOGIC's local stakeholder reach and embeds activities with relevant stakeholders.

TABLE 3: MEMBERS OF IMPACT AND INNOVATION BOARD (IIB)

IIB MEMBERS				
NAME	SECTOR	ORGANIZATION	COUNTRY	POSITION
David Coleman	Investor/SME Support	COLE Collective Hub	Netherlands/ Ghana	Co-Founder & Director
Onyekachi Wambu	Diaspora/Enterprise Training	AFFORD	UK	Executive Director
Dr. Obaro Osah	Finance	Bank of Industry Nigeria	Nigeria	AGM, SME South
Juha Kunnas	Logistics	Vakava Technologies Ltd / Bydogg Ltd	Finland	Head of Global Sales
Sesinam Dagadu	Private Sector/SME	SnooCODE	Ghana	Director
Nanko Madu	DIH	AfriLabs	Nigeria	Senior Programme Manager

## 3.4 PANELLISTS AT EVENTS AND WEBINARS

DIGILOGIC has organised four online webinars on topics ranging from agricultural logistics, port management and digitising logistics on the African continent. These webinars allow the consortium to leverage the expertise of stakeholders engaged in the DIGILOGIC project while providing them with a platform to share their work.

TABLE 4: OVERVIEW OF WEBINARS

	Webinar 1: Digitalising Logistics in Africa	Webinar 2: DIGILOGIC Workshop at the AfriLabs Gathering 2021, Nigeria	Webinar 3: Will ports' congestion jeopardise Santa's Supply Chain?	Webinar 4: First and Last Mile Agriculture Logistics challenges in Africa
<b>Date</b>	15/06/2021	28/10/2021	01/12/2021	30/03/2022
<b>Speakers</b>	<ul style="list-style-type: none"> <li>Stephane Jarmache, CEO Middle East and Africa ISS Global Forwarding</li> <li>Chuka Alumona, Director, Global Go-To-Market Transformation and Distributor Operations, P&amp;G</li> <li>Malaika Judd, Co-founder of Sendy</li> <li>Kingsly Kwalar, CEO of Optimiz</li> </ul>	<ul style="list-style-type: none"> <li>Cécile Tassin-Pelzer, Head of Cooperation, Delegation of the European Union to the Federal Republic of Nigeria and ECOWAS.</li> <li>Tarek Chazli, Charge' d'Affaires, Italian Embassy in Nigeria, Benin Republic and ECOWAS.</li> <li>Thorsten Hülsmann, CEO Digital Hub Logistics, Germany, DIGILOGIC coordinator</li> <li>Toyin Dania, Project Manager: DIGILOGIC Project, MEST Africa.</li> <li>Obaro M. Osah, AGM, SME South, SME Group, Bank of Industry, Nigeria.</li> <li>Dare Odumade, Chekkit, Nigeria.</li> <li>Faye Simmonds, Programme Manager, eHealth Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Abir Leheta, Chairman &amp; CEO, Egytrans</li> <li>Tonye Membere-Otaji, CEO, founder of MVX</li> <li>Alexander Garbar, Deputy Head of Corporate Development and Strategy at Duisport - Duisburger Hafen AG</li> </ul>	<ul style="list-style-type: none"> <li>Emma Odundo, NICOP, AFC Agriculture and Finance Consultants, Nigeria</li> <li>Juha Kunnas, DIGILOGIC Advisory Board</li> <li>Tomaso Ceccarelli, Senior Researcher Global Food Security Wageningen Environmental Research</li> </ul>
<b>Link</b>	Video Recording: <a href="#">Digitalising Logistics in Africa</a>	Event Information: <a href="#">DIGILOGIC Workshop at the AfriLabs Gathering 2021, Nigeria</a>	Video Recording: <a href="#">Will ports' congestion jeopardise Santa's Supply Chain?</a>	Video Recording: <a href="#">First and Last Mile Agriculture Logistics challenges in Africa</a>



DIGILOGIC has participated in 17 events between January 2021 and June 2022. The work of DIGILOGIC was presented at African events such as the AfriLabs Annual Gathering 2021, European events such as the StartUp Germany Tour and events fostering European and African cooperation, such as the Emerging Valley editions.

TABLE 5: OVERVIEW OF EVENTS

Event	Representative	Date
Emerging Valley	Prototipi	08.04.2021
AEIP Final Event 2021	Prototipi, MEST and Bongo-Hive	30.06.2021
Eurolog: Logistics Congress 2021	DHM	14.09.2021
SAIS Innovation Summit 2021	VTT	21.09.2021
Italia Africa Business Week	Prototipi	21.10.2021
German-Nigerian Business Forum	Prototipi	10.11.2021
Start-up Germany Tour	DHM	14.11.2021
Horizon Europe Nigeria Focus	Prototipi	18.11.2021
EUAFRICAN FORUM 2021	MEST	20.11.2021
Finnish Week of Business in Zambia	VTT and Bongo-Hive	09.04.2022
European Commission High-Level visit to Nigeria	Prototipi	12.02.2022
German African Economic Forum	DHM	16.02.2022
MATCH Hiring African Talent event	Prototipi	17.02.2022
Landlinked Zambia Conference	B-HIVE	01.03.2022
TU Berlin	MEST	27.04.2022
Business Connect	MEST, FINN, Endeava	19.05.2022
STORM workshop	DHM	21.06.2022

## 3.5 PEER EXCHANGE WITH OTHER EU PROJECTS

DIGILOGIC has been engaging with other EU projects to exploit synergies, especially with other Horizon 2020 ICT-58 Family projects: AfriConEU, HUBiquitous, AEDIB/NET, ENRICH in Africa, BIC in Africa, mAke: Africa Europe Maker Innovation Ecosystem. The ICT-58 Family projects have been hosting regular meetings to update respective developments, share opportunities and learnings from activities like capacity building programmes, call for proposals or ecosystem mappings. A potential memorandum of understanding (MoU) is currently under discussion to formalise this ICT-58 peer exchange and collaboration.

For specific activities, DIGILOGIC has been engaging other EU projects. This was the case at the beginning of the project, in year one, with the ecosystem mapping of the European and African logistics and innovation landscape. EU initiatives such as the Alliance for Logistics Innovation through Collaboration in Europe (ALICE) and Africa Europe Innovation Partnership (AEIP) were interviewed and invited to attend consultation webinars to share their understanding of the ecosystem.

Additionally, DIGILOGIC has engaged with other Horizon 2020 Research projects involving consortium members such as Smart freight Transport and logistics Research Methodologies (STORM) and Boosting Widening Digital Innovation Hubs (BOWI). For example, DIGILOGIC contributed to the STORM workshop “Future trends and challenges in freight and #logistics and impact on policies” on 21st June 2022.

## 3.6 CONTRIBUTORS AND USERS OF THE COMMUNITY PLATFORM

The DIGILOGIC Community is an online interface to build networks between European and African smart logistics innovators. It is dedicated to Digital Innovation Hubs, entrepreneurs, startups, logistics experts, academia and public organisations interested in creating opportunities for collaboration between European and African innovators.

The Community platform is a vibrant medium to engage and offer services to stakeholders on three levels:

- a. To network and give people a chance to connect on the platform as users via the different available specific groups. Users with shared interests to form groups within the platform in order to better engage with each other and also attract other users with shared interests. The purpose of these groups is to facilitate in depth networking and discussions on the platform. Any user may create or join a group.
- b. To share and access the content as publication, video or podcast as contributors on the e-library
- c. To participate in DIGILOGIC activities such as the Tech Talks (online video presentation on new smart logistics technologies) or the Capacity Building Programme and Co-Creation labs as beneficiaries or submit proposals to the DIGILOGIC Challenges

After 18 months, the community platform currently has >800 registered users. The Community platform is a crucial stakeholder engagement tool aimed to live beyond the project's duration. The platform aims to continue to be a repository for knowledge products, networking and exchange.

## 3.7 WIDER PUBLIC AND POTENTIAL PARTICIPANTS IN ACTIVITIES

To engage the broader public beyond the targeted ecosystem actors, DIGILOGIC has developed a strong online communication presence. DIGILOGIC's presence on multiple social media channels allows it to reach different types of stakeholders who are active on social media.

TABLE 6: SOCIAL MEDIA AND RESPECTIVE AUDIENCES

CHANNEL	AUDIENCE	ACTIVITY	FREQUENCY
<b>Twitter</b>	DIHs, Innovators, relevant projects, development agencies, press, EC and African policymakers	Short form copy and captivating visual to drive traffic to DIGILOGIC news and events. Keep the dialogue with relevant initiatives through retweets	1 tweet per day 2-3 re-tweets/day
<b>Facebook</b>	Young innovators, youth and general audience (main social media African general audience)	Short form copy for an enlarged general audience, more colloquial tone to engage interest among youth, innovators	2 posts per week 3-4 posts sharing per week
<b>LinkedIn</b>	DIHs, Industrial players, professionals (ICT and logistics), relevant associations	Medium form copy with more formal/professional content to engage on relevant topics and create a community of interested professionals in EU – AU	1 post per day 4-5 posts sharing per day
<b>YouTube</b>	Innovators, General audience	Explainer videos to highlight the project and its findings. Recording of DIGILOGIC public events	Posting videos when released by the project

Call for applications and opportunities to participate in DIGILOGIC activities are shared via DIGILOGIC's social media channels and re-posted by the consortium members on their respective online channels. DIGILOGIC project website was launched in January 2021. It contains relevant information on the DIGILOGIC project's vision and objectives. The user-friendly interface showcases information on smart logistics and public material gathered via the various work packages' activities. To date, the website accounts for 5,768 unique visitors. The origin of DIGILOGIC website visitors reflects the countries represented by DIGILOGIC Partners:



Zambia, Nigeria, Germany, Ghana, Nigeria, and Italy, but also include a wider geographic reach including other Sub-Saharan African countries such as South Africa and other regional areas such as the United-States and India.

DIGILOGIC's LinkedIn company page was established before the project officially started (December 2020) to create traction and position the project globally preemptively. Currently, the account has 791 followers. The DIGILOGIC LinkedIn profile is a supplement to the website, it helps drive traffic to the site and offers a way to promote the project. DIGILOGIC mentions partners' LinkedIn pages when appropriate to create positive visibility exchanges.

Other DIGILOGIC social media channels include Facebook (with 228 followers) and Twitter (with 577). Facebook allows for reaching more informal stakeholder groups as beneficiaries of activities (i.e. youth and women), while Twitter reaches a more traditional audience (EC, policymakers, stakeholders of the industry, local authorities and general public).

The DIGILOGIC YouTube channel is intimately linked to the website and is another critical promotional channel and network for the project. To date, 13 videos have been uploaded to DIGILOGIC's YouTube channel and have generated 719 views.

The DIGILOGIC consortium produces an e-Newsletter on a tri-monthly basis; it provides regular updates on trends of DIHs in Europe and Africa, project results, partner news and upcoming events. The mailing list includes 529 recipients who have received five issues since the project launch.



## 4 LEARNINGS AND WAY FORWARD

Some aspects of the stakeholder engagement went very well and helped to strengthen DIGILOGIC's activities and deliverables.

- Based on online consultations in early 2021, many relevant stakeholders were informed about DIGILOGIC early on and were involved in the content creation. This approach created buy-in and awareness about the project.
- The consortium created two very knowledgeable boards of experts that continued to support the project's activities.
- Some innovators and board members were open to sharing experiences and donating their time to implement the DIGILOGIC activities.

Some points will need improvement in the second half of the project.

- If possible, DIGILOGIC should aim to facilitate more meetings in-person to get a higher quality of interaction and engagement with its stakeholders.
- The consortium has to balance the interaction with some of the stakeholders in order not to "overuse" some stakeholder's resources. This especially accounts for the board members.
- Some groups are harder to involve, like the diaspora communities and African women entrepreneurs, as logistics is quite male-driven. Nevertheless, it would also be good to ensure the gender balance of engaged stakeholders.
- A strategy for stakeholder engagement on the community platform was not planned for during the proposal writing phase, this left a gap that needed to be filled as the project progressed which caused low levels of the engagement on the platform. BongoHive has since been tasked to lead this initiative with the support and contribution of all consortium members.

For the next half of the DIGILOGIC project, it will be essential to keep the close engagement of the existing stakeholders.

There will be some changes and additions to the stakeholder engagement to intensify the ecosystem work and ensure the sustainability of the project's activities.

1. **Intensify touch points with experts:** The second half of the DIGILOGIC project has a lot of activities that are well suited to involve many external stakeholders: Activities like the Challenges, the Co-creation Labs, the mentoring and the company workshops require experts for their implementation. These experts will come from the consortium and the boards, yet it is also an excellent opportunity to reach out to more logistics experts in Africa and Europe.
2. **Intensify the communication and engagement with African innovators and ecosystem support organisations:** The same activities are also an opportunity to engage with more African innovators and ecosystem support organisations. In addition, activities like webinars, Tech Talks and the Community Platform are low entry barrier opportunities to bring them into the DIGILOGIC stakeholder group.
3. **Retain stakeholders during the project:** Stakeholders who have become part of the DIGILOGIC ecosystem should be offered multiple engagement points in online and offline activities. This will strengthen the relationship and increase their benefits and ability to scale their innovations.
4. **Develop an engagement retention strategy after the project:** The second half of the project will not only see an increased number of stakeholders, but the stakeholder engagement will also increase in quality and strength. One crucial objective will be to find ownership for the developed activities or funding options for post-project operations to ensure their sustainability.