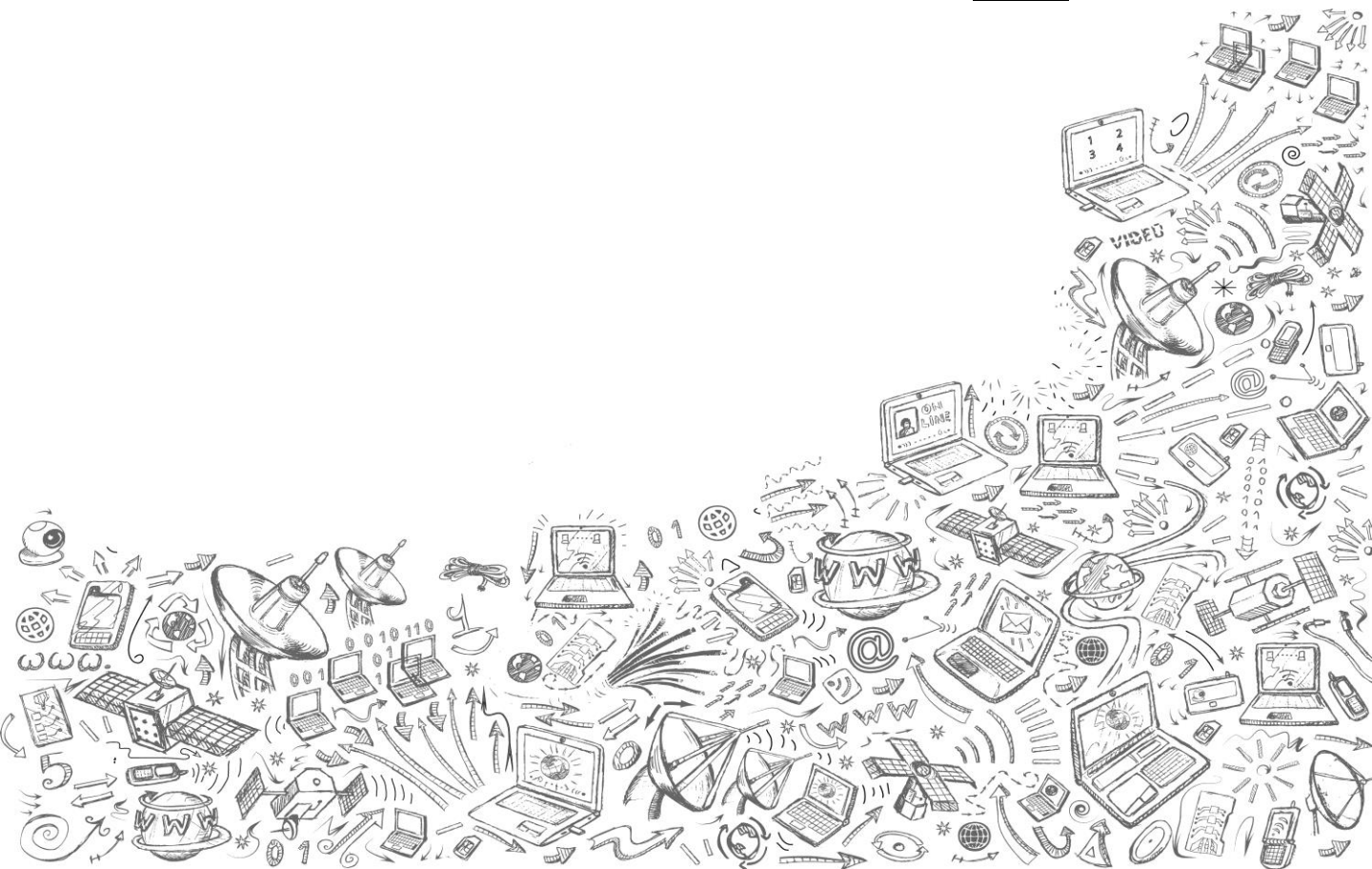




**EAST AFRICAN COMMUNITY
EAST AFRICAN SCIENCE AND TECHNOLOGY COMMISSION (EASTEKO)
STRATEGIC PLAN 2017/18 – 2021/22
THE POPULAR VERSION**

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FOREWORD



Science, Technology and Innovation (STI) is a key driver of socio-economic development. STI is essential for the growth and competitiveness of national economies in the 21st Century and helps to solve a range of economic and social problems faced by nations today.

The economic growth differences between developing and developed countries are accounted for by the relatively low investments in science and technology in developing countries compared to developed countries. For Africa, these low levels of investments bear themselves out in the following key statistics:

- Africa's proportion of spending on research and development (R&D) as a share of GDP stands at a paltry 0.42%. A leap to 1% is necessary to foster economic growth.
- While the continent accounts for 13.4% of the global population, it produces only 1.1% of the scientific knowledge.
- Student enrolments in science, technology, engineering and mathematics (STEM) lags behind other fields of study such as economics, business, law and social sciences.
- Only one-fifth of the Continent's population is using the internet compared with 30% in South East Asia, 40% in Latin America and the Caribbean and 80% in the Organisation for Economic Co-operation and Development (OECD) economies.

This low investment in research and development has resulted in the continent being uncompetitive at the global stage with its share of World trade remaining low and concentrated in natural resources exploitation and export. Agriculture employs over half the continent's population, but its share of value-added production has been falling over the past four decades since the 1960s, dropping from 34% in 1965 to just over 20% in 2010. In addition, Africa accounts for only 2% of the total global trade. The low contribution to global trade has led to the continent missing the rapid growth in incomes that the World has experienced in the last 100 years.

The Opportunity for East Africa

The East African Community (EAC) stands at a critical point in its history. The region's economic growth rate stood at an impressive 6.2% over the period 2004-2013. The Community's (unweighted) average growth rate in 2004-13 was in the top one-fifth of the distribution of ten-year growth episodes experienced by all countries Worldwide since 1960. Exports in the community have expanded in a wide range of goods and services outside the traditional agricultural sector. The share of agriculture in exports fell from four-fifths of all exports in the 1970s-90s to two-thirds in 2010, with mirroring gains in services and manufacturing. It is envisaged that by 2050, per capita incomes in the Community will grow ten-fold to US\$ 10,000 thereby shifting the regional bloc into upper-middle income category. The Partner States that make up the East African Community have recognised Science, Technology and Innovation (STI) as an enabler of this vision.

The countries of the EAC have taken steps to integrate STI considerations into a range of policy frameworks. Furthermore, the Partner States undertook to establish the East African Science and Technology Commission (EASTECO) with the objective of promoting regional integration in the development, management and application of STI in the East African Community. It is the expectation of the Partner States that EASTECO will be the main regional agency through which the Partner States will develop and implement common STI policies and programs.

The First EASTECO 5-year Strategic Plan has been informed by key challenges and opportunities in the East African Community member countries. It was developed through a multi-stakeholder process involving key stakeholders from the EAC Partner States. This involved consultations with stakeholders in all partner states and a regional stakeholder workshop held in Kigali on 22nd and 23rd August 2016 to discuss the draft Strategic Plan.

The Plan is cognisant of achievements made in member states in STI and aims to add value to already ongoing developments. It outlines the collective response actions needed to achieve the desired development goals and is intended to act as a framework for ensuring that the East African Science and Technology Commission (EASTECO) fulfils its mandate. The Plan presents a medium-term view of how Science Technology and Innovation will be developed in a sustainable manner for economic growth and regional integration. The Plan provides a tool that will facilitate the use of science, technology and innovation for the attainment of the global Sustainable Development Goals (SDGs). The Plan also outlines priority intervention areas of both cross-sectoral and sectoral nature, where efforts and resources will be placed to achieve region-wide impacts. In a practical sense, the Strategic Plan requires that all stakeholders work collaboratively (through networks and partnerships, joint delivery of projects among others) to ensure that synergies which will make us more effective for the benefit of the people of the East African Community are achieved.

Gertrude Ngabirano

Executive Secretary – East African Science and Technology Commission



GLOSSARY

ACRONYMS

Abbreviation	Meaning
ASTII	African Science Technology and Innovation Indicators
AT	Appropriate Technologies
CEN-SAD	Communaute des Etats Sahelo-Sahariens
CoE	Centre of Excellence
COMESA	Common Market for Eastern & Southern Africa
CPA	Consolidated Plan of Action
EAC	East African Community
EARF	East African Research Fund
EASTECO	East African Science and Technology Commission
ECCAS	Economic Community of central African States
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICTs	Information and Communications Technologies
IGAD	Intergovernmental Authority on Development
IPR	Intellectual Property Rights
KAM	Kenya Association of Manufacturers
KEPSA	Kenya Private Sector Alliance
KPI	Key Performance Indicator
LLP	Limited Liability Partnership
LVAC	Local Value Added Content
NACOSTI	National Commission for Science, Technology and Innovation (Kenya)
NAEB	National Agricultural Export Development Board
NGO	Non-Governmental Organisation
R&D	Research and Development
RDB	Rwanda Development Board
RECs	Regional Economic Communities
SADC	Southern African Development Community
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
S&T	Science and Technology
TVET	Technical Vocational Education and Training



ABOUT EAST AFRICAN SCIENCE AND TECHNOLOGY COMMISSION



Establishment

The East African Science and Technology Commission (EASTECO) is semi-autonomous institution of the East African Community (EAC) that was established by the fifth Extra-Ordinary Summit of the EAC Heads of State on June 18, 2007. This was in accordance with the relevant provisions of the Treaty on the Establishment of the East African Community as set out in Chapter 16, Article 103 (a), where the Partner States undertook to promote co-operation in the development of science and technology within the Community's member states.

Objectives

EASTECO's overall objective is to promote and coordinate the development, management and application of science and technology to support regional integration and socio-economic development. The objectives of the Commission include:

- a) The formulation of regional Science, Technology and Innovation (STI) policies;
- b) The joint development and application of science and technology;
- c) The promotion of regional research centres of excellence;
- d) The exchange and utilisation of scientific information;
- e) Promotion of public and private sector partnership in the development and application of STI;
- f) Mobilisation of resources for STI in the community;
- g) Fostering scientific and technological innovation in the Partner States (seeding for future growth);
- h) Development, adoption and utilisation of ICT and the adaptation of new and emerging technologies
- i) Supporting the dissemination of research and development findings in the Partner States.

Functions

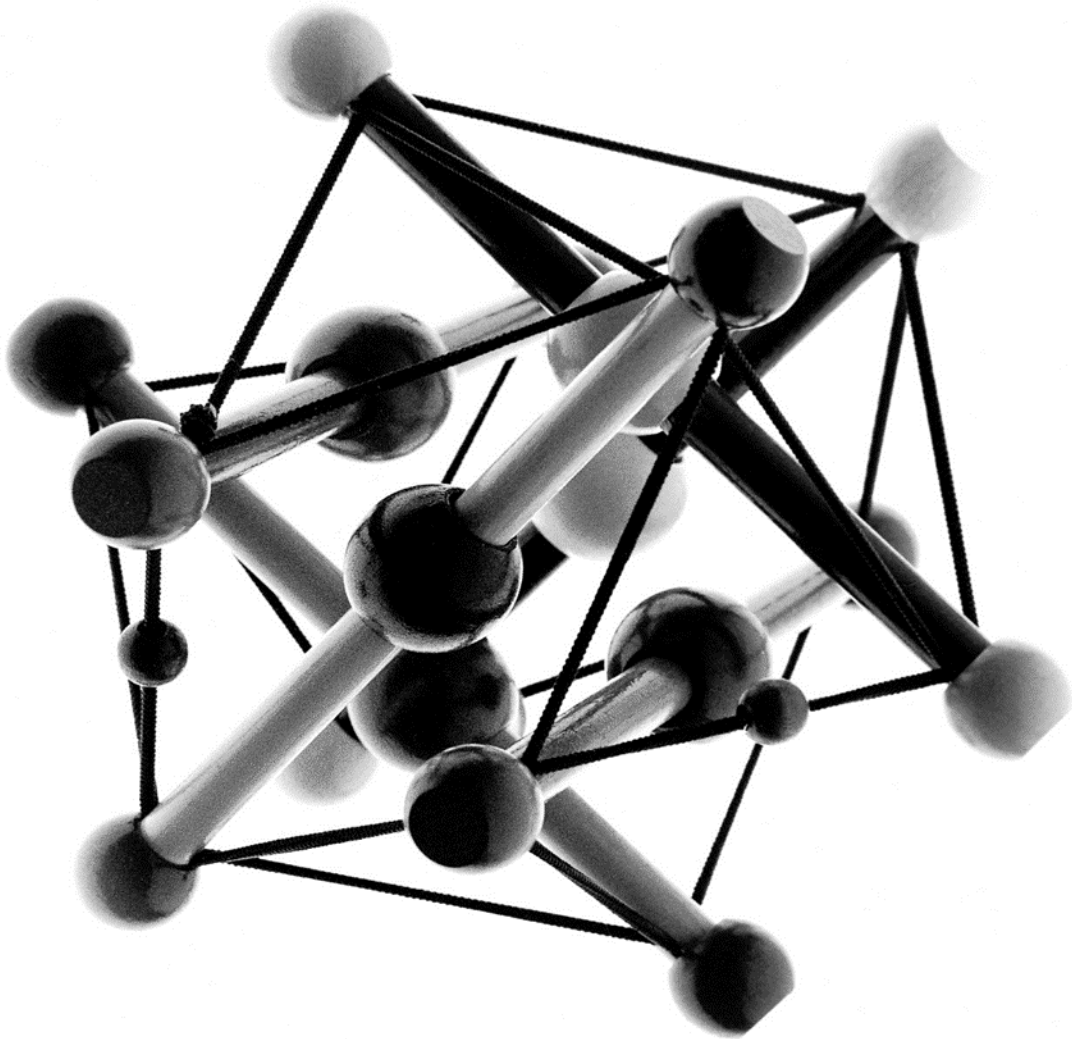
The Protocol on the Establishment of the East African Science and Technology Commission provides the functions of EASTECO. These are summarised in the table below:

Functions of the East African Science and Technology Commission

- ❖ Formulate the policies of the Commission;
- ❖ Approve the general framework for the programs of the Commission;
- ❖ Approve the budget and audited accounts of the Commission;
- ❖ Direct the Secretariat to undertake any tasks that are compatible with the aims and objectives of the Commission;
- ❖ Receive and consider reports from the Executive Secretary on the activities of the Commission;
- ❖ Elect the Chairperson of the Governing Board and the members of committees of the Governing Board;
- ❖ Make decisions for the fulfilment of the objectives of the Commission; determine priorities for regional collaborative research;
- ❖ Formulate policies that shall safeguard the region from hazards that might result from research activities and application of science and technology;
- ❖ Monitor and evaluate the implementation of agreed regional science and technology policies;
- ❖ Establish think tanks that shall evaluate trends and forecast in science and technology and give recommendations to Partner States;
- ❖ Develop mechanisms for the identification, promotion and growth of special talents in science and technology, with particular emphasis on the youth and gender parity;
- ❖ Promote the use and development of indigenous knowledge and technology;
- ❖ Facilitate the dissemination and internalisation of new and emerging technology;
- ❖ Promote and coordinate the public and private sector partnership in the development and application of science and technology;

Functions of the East African Science and Technology Commission

- ❖ Promote the development of regional research centres of excellence;
- ❖ Promote the inculcation of a science and technology culture in the Partner States;
- ❖ Establish and coordinate the implementation of common ethical guidelines for research and its application in the community;
- ❖ Promote the exchange and utilisation of scientific information;
- ❖ Support the dissemination of research and development findings in the Partner States;
- ❖ Enhance collaboration in the training of personnel for various scientific and technological disciplines;
- ❖ Perform any other function of the furtherance of the objectives of the Commission as may from time to time be directed by the Council.





VISION, MISSION AND VALUES



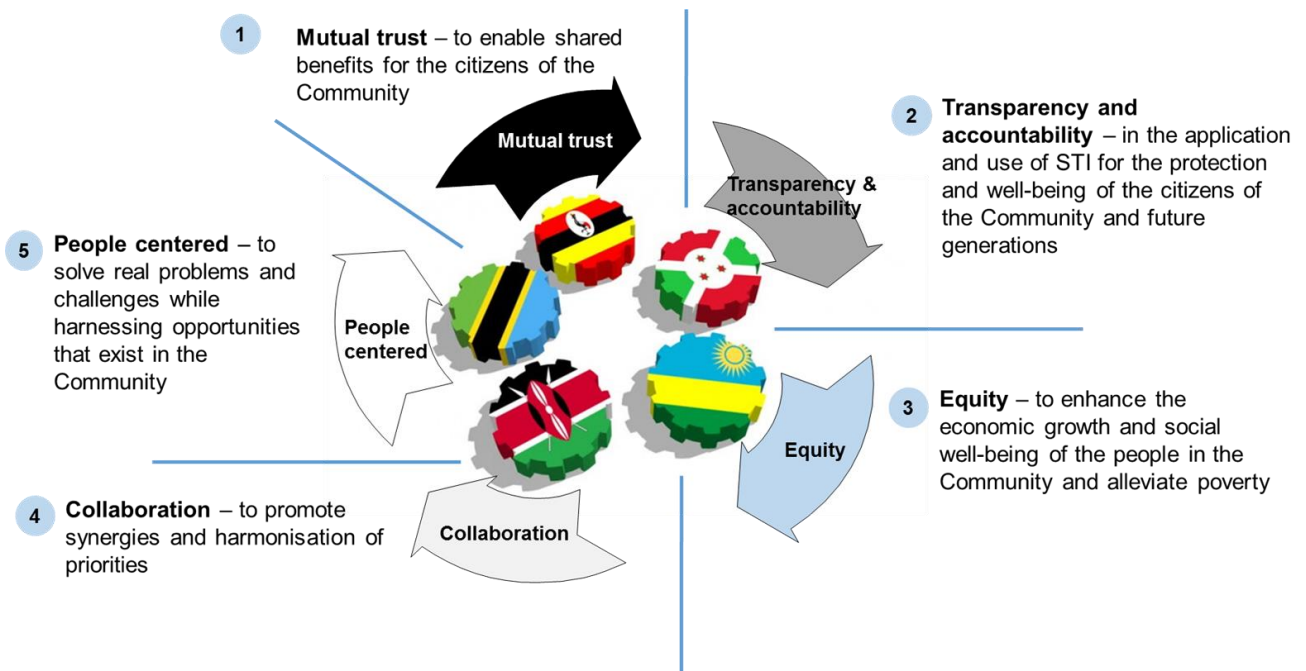
VISION

To contribute to a prosperous, competitive, secure and united East Africa through collaboration in science, technology and innovation

MISSION

To enhance the economic and social development of the peoples of the East African Community through the promotion and application of science, technology and innovation.

VALUES



“Today no country can secure higher levels of scientific advances and technological progress without interacting with its peers and neighbours. The ability of countries and firms to innovate, both in technical and managerial ways is largely determined by strategic alliances they forge within their industrial and across sectors.”



EASTECO STRATEGIC FRAMEWORK



The East African Science and Technology Commission Strategic Plan comprises of a three-tiered strategic framework that is conceptualised into:

- i) Strategic priorities/pillars;
- ii) Strategic objectives/ key initiatives and
- iii) Medium term targets.

In the first tier, the strategy identifies four high-level strategic priorities/pillars that target outcomes and the overall impact of EASTECO's activities. Each strategic priority/pillar is then broken down in the second tier into a number of strategic objectives. EASTECO's strategic objectives are then delineated in the third tier into medium-term targets that will facilitate the operationalisation of the respective strategic objectives and direct implementation activities. The strategic priorities/pillars contribute to the achievement of EASTECO's overall objective and represent what EASTECO must do in order to achieve its vision and fulfil its mandate. The proposed interventions take into consideration EASTECO's mandate and its envisaged role as a dedicated regional body with the responsibility for driving regional cooperation in Science, Technology and Innovation.

The proposed framework will help strengthen strategic scientific and technological cooperation at a regional level and create synergies between the various actors in STI including governments, academia, industry and scientific institutions. The intention is to make the Community's actions in STI more effective, facilitate access to knowledge, resources and markets and positively impact the regional and global science and technology agenda by pooling resources and facilities thus making it easier for the region's researchers and universities to work together.

The Strategic Framework is illustrated in the diagram below:



Strategic Priority 1: Support for evidence-based policies

As a regional body, it is imperative that EASTECO provides support mechanisms to facilitate the harnessing and application of STI at a regional level and at scale. These strategic priorities enable the Partner States to cooperate on a set of regional activities and interventions that transcend boundaries and that would be impossible for them to undertake separately. These are listed below:

- a) Regional STI policies and frameworks developed;
- b) Regional STI knowledge management strengthened by developing a database and monitoring and evaluation framework;

Strategic Priority 2: Promotion of STI knowledge and innovation

A well-functioning Science, Technology and Innovation (STI) system needs to have among other things political stability and well-functioning institutions, an educated work force, sound research and education infrastructure and linkages between public and private innovation actors. Additionally, such a system requires enterprises that are committed to research and development as well as a balanced intellectual property rights (IPRs) framework.

- a) Regional strategy for the enhancement of STEM training and education developed;
- b) Regional collaborative programmes and partnerships developed and supported to leverage scientific research;
- c) Regional support for commercialisation of innovation and technology by establishing conducive environments for technology innovation and uptake through innovation centres and funding;

Strategic Priority 3: Application of STI for socio-economic development

This Strategic Priority specifically deals with the core thematic areas that EASTECO will focus on in the next five years to deliver the biggest impact while ensuring resources are used optimally and effectively. The Partner States that make up the East African Community face common developmental challenges with many of these being regional in nature thus requiring innovative solutions to be applied across boundaries. EASTECO in collaboration with its stakeholders has identified five priority intervention areas for the next five years. These areas hold great potential to contribute significantly, through science, technology and innovation to the socio-economic development of the Community's people.

- a) Increased value addition in agriculture by harnessing and disseminating technological solutions;
- b) Promotion of technological solutions in energy and environment by facilitating the development of renewable energy products and climate change adaptation tools;
- c) Regional cooperation in the enhancement of innovative bio-technology solutions including support for centres of excellence in bio-technology, development of bio-safety guidelines and support for the development of indigenous knowledge and technologies;
- d) Regional support for export-oriented industrial development and trade by facilitating access to institutions and technologies;
- e) Development of regional capacity in ICT for the promotion of efficient productive and social sectors.

Strategic Priority 4: EASTECO foundational commitments

These priorities underline the areas that EASTECO is committed to strengthening because of their broad impacts across all aspects of its mandate

- a) Strengthening of EASTECO's institutional capacity, governance and visibility;
- b) Enhancement of collaboration and partnerships to enable sustainable funding and enhancement of partnerships in the STI community.



LOGICAL FRAMEWORK

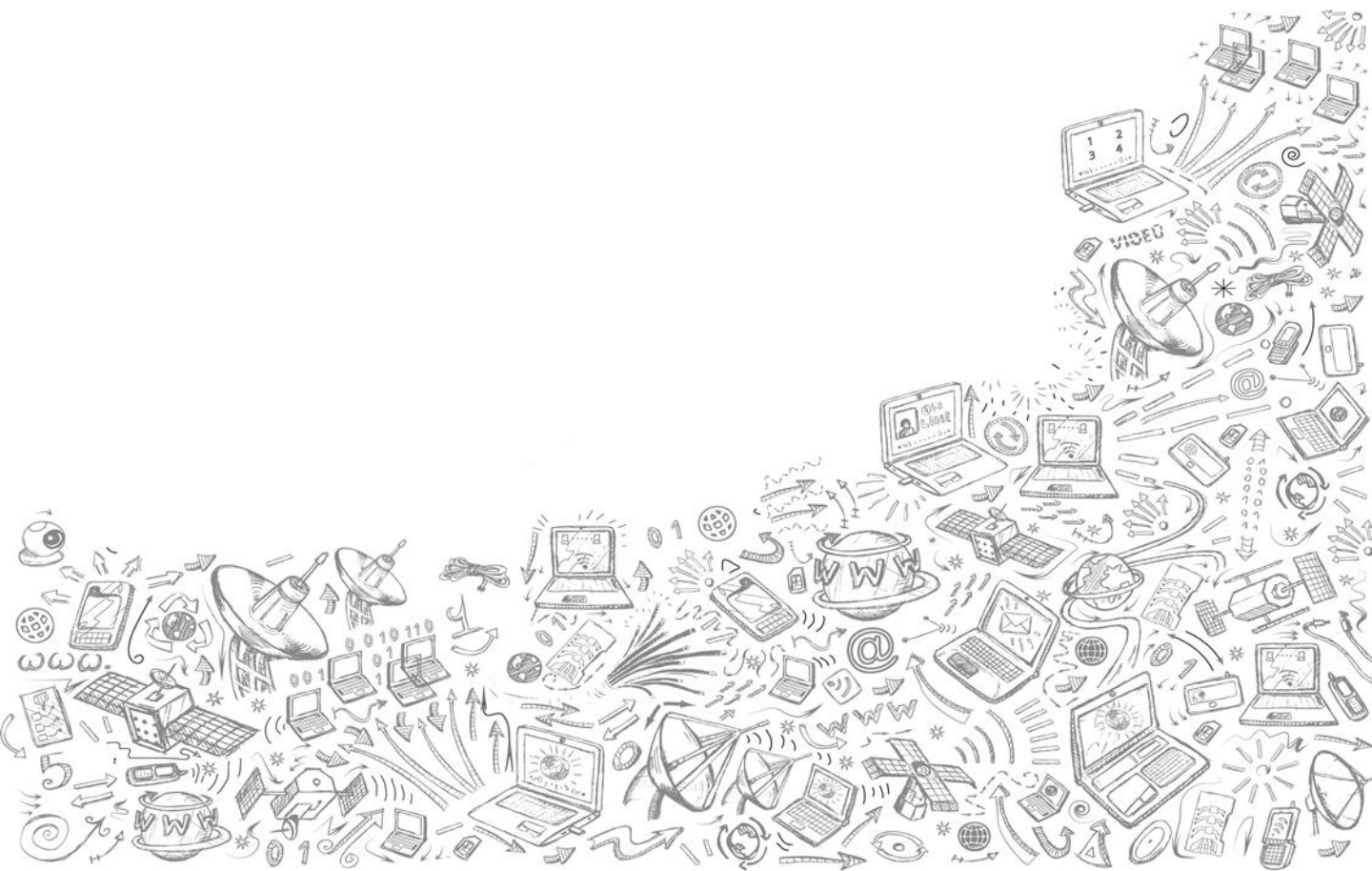
The goals, purposes and outputs of EASTECO's strategy across the four Strategic Priorities are detailed below:

STRATEGIC PRIORITY 1: Support for evidence based policies		
STRATEGIC GOALS	Development of regional STI policies and frameworks	Strengthening of regional STI knowledge management
PURPOSE	Development of policy frameworks governing regional science and technology, innovation, quality and standards, intellectual property rights, biosciences/biotechnology and indigenous knowledge.	<p>Management of information and knowledge to enhance evidence-based policy decisions</p> <p>Achievement of M&E at scale and standardisation and unification of M&E data</p>
STRATEGIES	<ul style="list-style-type: none"> ➤ Assess (and Identify), develop and harmonise regional policy frameworks in STI, quality and standards, intellectual property rights, bio-sciences/biotechnology and indigenous knowledge. 	<ul style="list-style-type: none"> ➤ Identify and develop region-wide programmes and projects ➤ Invest in a regional knowledge management database ➤ Establish a regional mechanism to collect and collate STI data (baselining, tracking, reporting and analyses) ➤ Develop monitoring and evaluation standards at a regional level ➤ Disseminate findings of M&E activities to stakeholders to promote a culture of transparency and accountability ➤ Recommend corrective measures across the region ➤ Hold regional conferences and seminars to enable sharing of information and knowledge

STRATEGIC PRIORITY 1: Support for evidence based policies

Mean term TARGETS /OUTPUTS

- | | | |
|--|--|---|
| | <ol style="list-style-type: none">1. Regional policies developed (including science, technology & innovation; Intellectual property rights; Bio-technology)2. Policy makers engaged to promote STI and to ensure that STI contributes to other relevant policies (e.g. trade, procurement, industrial, etc.)3. Recognition of indigenous knowledge and technologies policy framework | <ol style="list-style-type: none">1. Regional STI knowledge and information management database developed2. Regional Monitoring and Evaluation framework developed |
|--|--|---|



STRATEGIC PRIORITY 2: Promotion of STI knowledge and innovation

STRATEGIC GOALS	Enhancement of STEM training and education	Leveraging of scientific research	Support for the commercialisation of innovation and technology
PURPOSE	Development of a regional strategy for the enhancement of STEM training, equitable provision of STEM education for all and promotion of STEM by, but not limited to, holding fairs, exhibitions, regional competitions and facilitation of faculty mobility	Promote cooperation in scientific research and experimental development in the Community by facilitating collaboration, engaging in partnerships, supporting the development of research infrastructure and facilities for productive and quality R&D.	Establishment of a regional environment conducive to technological innovation and uptake
STRATEGIES	<ul style="list-style-type: none"> ▶ Track data on access to STEM education based on variables including gender, economic ability and minority status ▶ Promote mobility of faculty across the Community and exchange programmes both regionally and internationally ▶ Provide scholarships to talented/promising students in STEM subjects ▶ Hold fairs, exhibitions and competitions in STEM at a regional level e.g. an East African Science Olympiad 	<ul style="list-style-type: none"> ▶ Assess the progress achieved in regional scientific research and develop a regional R&D roadmap (with strategic areas of common interest to Partner States and outside the Community including the determination of regional flagship priorities) ▶ Develop mechanisms for engagement and collaboration in identified areas e.g. establishment of Centres of Excellence in R&D 	<ul style="list-style-type: none"> ▶ Facilitate the establishment of incubators at a regional level ▶ Establish an award program for excellence in R&D and Innovation ▶ Develop a regional strategy for the Dissemination and Commercialisation of Scientific and Technological Findings and facilitate commercialisation of innovations by developing partnerships between R&D actors and the private sector.

STRATEGIC PRIORITY 2: Promotion of STI knowledge and innovation

STRATEGIES

- ▶ Establish linkages between R&D institutions, researchers; and support dissemination of scientific information;
- ▶ Facilitate the signing of agreements on cooperation in STI between the EAC, other governments, regional, continental and international institutions
- ▶ Establish mechanisms to identify and promote the utilisation of innovative technologies
- ▶ Strengthen intellectual property rights (IPR) regimes, increase patent applications and use of available patents

Mean term TARGETS /OUTPUTS

- | | | | | | |
|----|---|----|---|----|---|
| 1. | Regional strategy for enhancement of STEM training developed (<i>including gender balance addressed</i>) | 1. | Regional collaborative programmes developed and supported | 1. | Regional centres of Innovation established (including Networks of Innovation hubs and incubators) |
| 2. | Regional Centres of Excellence established for training in areas of strategic importance for the region (nuclear energy, mechatronics, oil and gas) | 2. | Centres of Excellence in R&D established (<i>to promote excellence quality and relevance</i>) | 2. | Technology and Innovation Fund established |
| 3. | STEM education promoted through various means including fairs, competitions & scholarships | 3. | Network of R&D institutions supported (<i>data sharing and exchange, collaborations, coordinated research, sharing of research facilities, mobility of researchers</i>) | 3. | Innovative technology solutions in Health supported |
| 4. | Programme for women in STEM education established | 4. | Regional collaborative linkages supported (including cooperation with other regions) | 4. | Innovation Capacity enhanced (including awards & recognition; commercialisation) |

STRATEGIC PRIORITY 2: Promotion of STI knowledge and innovation

Mean term TARGETS
/OUTPUTS

5. EA journal of
Scientific Research



STRATEGIC PRIORITY 3 : Application of STI for socio-economic development

STRATEGIC GOALS	Increased Value addition in Agriculture	Promotion of technological solutions in energy and environment	Enhancement of bio-technology initiatives	Support for export-oriented industrial development and trade	Information and Communication Technology (ICT)
PURPOSE	Use of technological solutions to increase value addition in the agricultural sector	Use of technological processes and products to increase access to clean and modern energy and enhance climate change adaptation.	Cooperation in the generation of innovative solutions to resolve the region's challenges in bio-technology	Generation of innovative solutions to support industrial development and trade	Development of regional capacity in ICT for the promotion of efficient productive and social sectors
STRATEGIES	<p>Identify and evaluate regional initiatives in agricultural value addition for collaboration and support</p> <p>Assess technology needs and promote generation and utilisation of technological solutions</p> <p>Identify and disseminate available technological processes and products</p>	<p>Identify and evaluate regional initiatives on clean energy for collaboration and support</p> <p>Assess technology needs and promote generation of affordable technology solutions for clean energy</p> <p>Identify available energy, technological processes and products for dissemination</p>	<p>Identify and evaluate regional initiatives on biotechnology for collaboration and support</p> <p>Assess Institutions undertaking R&D activities on biotechnology to identify potential Centres of Excellence</p> <p>Develop Regional guidelines on biosafety</p>	<p>Assess technology transfer institutions in Partners States for the establishment of linkages and Centres of Excellence</p> <p>Evaluate technology needs in trade and promote generation of technology solutions</p> <p>Promote and support the development of innovative technological solutions for trade (logistics services and systems)</p>	<p>Assess and identify sectoral ICT needs in order to promote the generation of ICT solutions;</p> <p>Assess and establish a regional catalogue and record on ICT capacity (needs, available Institutions and human capital);</p> <p>Establish a forum for linkages between technologists, researchers and entrepreneurs.</p>

STRATEGIC PRIORITY 3 : Application of STI for socio-economic development

STRATEGIES		Promote and support the development of technological solutions for climate change adaptation	Assess and establish a regional catalogue and record of indigenous technology processes and products		
Mean term TARGETS /OUTPUTS	<p>Regional initiatives in agriculture value addition coordinated (<i>including collaborative programmes and R&D</i>);</p> <p>Innovative and appropriate technology solutions/approaches in storage and agro-processing disseminated</p>	<p>Development of renewable energy technology solutions and products supported (<i>including support and collaboration with the Regional Centre Of Excellence In Renewable Energy (EACREE)</i>)</p> <p>Portfolio of technology tools for Climate Change adaptation for priority sectors developed (<i>including coordination of R&D</i>)</p>	<p>Biotechnology initiatives in the region Coordinated (<i>including Bio innovate programme</i>)</p> <p>Regional Centres of Excellence in Biotechnology supported</p> <p>Regional biosafety guidelines developed</p> <p>Support for the development of indigenous knowledge & technologies.</p>	<p>Technology transfer institutions networked including Centres of Excellence for technology transfer established</p> <p>Linkages between the research institutions, academia, industry and business supported;</p> <p>Trade enabled with Technology (including ICT to increase regional and international trade, standards and testing)</p>	<p>A regional Youth ICT program established (for training and support to R&D in software development and innovative ICT applications in productive and social sectors);</p> <p>Innovation in ICT supported (including dissemination)</p> <p>Partnerships between technologists, entrepreneurs and researchers to use ICT as a tool for driving economic growth.</p> <p>ICT initiatives coordinated to enhance access to ICT</p>

STRATEGIC PRIORITY 4 : EASTECO foundational commitments

STRATEGIC GOALS	Strengthening of EASTECO's institutional capacity, governance and visibility	Enhancement of collaboration and partnerships
PURPOSE	Strengthened Institutional framework of EASTECO for effective and efficient governance and operations	Generation of pool funding geared toward regional excellence and relevance and that serves to concentrate expertise in specified fields
STRATEGIES	<ul style="list-style-type: none"> ▶ Hire and retain appropriate staff to deliver on EASTECO's mandate ▶ Establishment of a Governing Board as per Article 8 of the Protocol ▶ Establish and operationalise Specialised Technical Committees ▶ Customise Staff Rules and Regulations, Financial Rules and Regulations; ▶ Enact EASTECO Act ▶ Develop a communication strategy ▶ Develop an informative and interactive website and use tools such as social media and other forms of media including print and audio-visual ▶ Acquire accounting software, records management and archiving software ▶ Acquire teleconferencing facilities to harness cost savings by reducing travel to attend meetings with stakeholders ▶ Improve EASTECO Working environment (acquire permanent Offices) 	<ul style="list-style-type: none"> ▶ Host an annual forum of institutions in Science, Technology and Innovation ▶ Establish and launch an annual youth innovation forum; ▶ Establish Parliamentary Forum on STI for the SDGs; ▶ Facilitate the establishment of a network of civil societies for STI advocacy ▶ Hold regional conferences and seminars to enable sharing of information and knowledge (Provision of fora for constructive dialogue between stakeholders in the STI Community, Governments, business and the civil society) ▶ Establish and operationalise Working Groups/Think Tanks on scientific research, technological development and innovation
Mean term TARGETS /OUTPUTS	1. EASTECO's Institutional Capacity /Human Resource capacity improved	

STRATEGIC PRIORITY 4 : EASTECO foundational commitments

Mean term TARGETS /OUTPUTS

2. EASTECO governance enhanced;
3. EASTECO visibility improved
4. Requisite technology employed for increased efficiency

1. Sustainable funding mechanisms for STI initiatives established (including a sustainable funding mechanism and advocacy to increase Partner States funding);
2. Stakeholder engagement and partnership in the STI community enhanced





STRATEGY IMPLEMENTATION PLAN



Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
Support for evidence based policies	Development of regional policies and frameworks	Baseline data on STI policies in EAC Region in place by December 2018	December 2017	December 2018
		Regional Policy of Science, Technology and Innovation in place by June 2019		
		Regional Biotechnology Policy Framework in place by June 2020		
		Regional Framework on the Recognition of Indigenous Knowledge in place by June 2020	July 2017	June 2020
	Strengthening of regional STI knowledge management	Regional STI data base in place by June 2018; Regional STI knowledge management system in place	July 2017	June 2018
		STI Indicators developed by December 2018; data collected and processed;	July 2017	December 2018
		Report of dissemination; record of actors involved	January 2017	June 2022
Promotion of STI knowledge and innovation	Enhancement of STEM education	<p>Regional data in STEM skills and capacity in place</p> <p>- Regional strategy to enhance STEM training, in place by December 2018</p> <p>- 5 Centres of Excellence in STEM disciplines, in place by June 2020</p>	January 2017	June 2022

Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
Promotion of STI knowledge and innovation	Enhancement of STEM education	<ul style="list-style-type: none"> - % of females participating in STEM (e.g. PhD holders, Masters and women/girls pursuing STEM undergraduate courses) - Reports of Forums/campaigns for awareness raising for STEM education 	January 2017	June 2022
	Leveraging of scientific research (with focus in R&D in strategic areas, infrastructure, facilities and Centres of Excellence)	At least 1 Program for collaborative research in place by December 2020;		
		Number of projects funded	July 2018	June 2022
	infrastructure, facilities and Centres of Excellence	Regional Network of R&D institutions, university-led research centres in place by December 2019	July 2017	June 2022
		Linkage and mobility program for research in place and operational by December 2021;	January 2021	June 2022
		5 Regional Centres of Excellence in R&D in place by December 2021	July 2017	December 2021

Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
Promotion of STI knowledge and innovation		Region Journal on Scientific Research in place by June 2019; Number of peer reviewed papers published	July 2017	June 2018
	Support for the commercialisation of innovation and technology	-A network of innovation hubs and incubators in place	December 2019	June 2022
		-Number of entries submitted for award purposes -Strategy for dissemination and commercialisation of scientific and technological findings, with focus on PPP in research & technology development -Number of technology innovations for health - Number of training sessions on IPR Number of successful innovations that have become marketable products and services	December 2017	June 2022
Application of STI for socio-economic development	Increased value addition in agriculture	Number of initiatives coordinated and supported	July 2017	June 2022
		-Reports of evaluation; - Number of technology solutions disseminated;	January 2017	June 2022

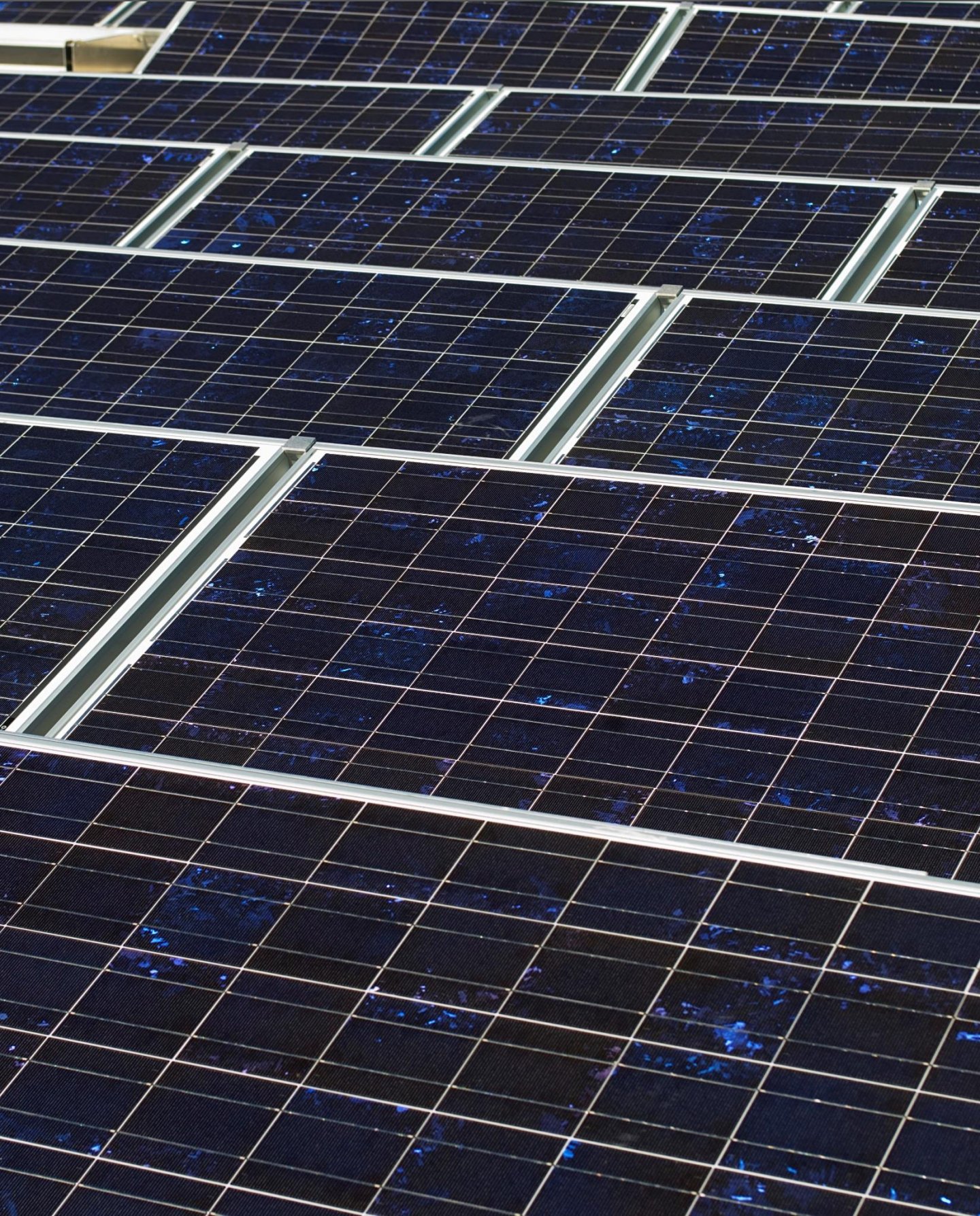
Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
Application of STI for socio-economic development	Increased value addition in agriculture	Record of available technology solutions	January 2017	June 2022
	Promotion of technological solutions in energy and environment	Report of assessment of energy technology needs and choices	July 2018	June 2022
		Directory on clean and renewable energy initiatives and capacity, in place by June 2018	July 2018	June 2022
		Number technology solutions of identified and disseminated	July 2018	June 2022
		Number of technology tools supported for climate change adaptation	July 2018	June 2022
		Enhancement of bio-technology initiatives (support for the generation of innovative bio-technology solutions to resolve the Region's challenges	Record and number of initiatives involved	July 2018
	Number of Centres of Excellence in place and supported		July 2019	June 2022
	Regional guidelines on biosafety in place by June 2021		July 2019	June 2022
	Report on the assessment		July 2018	June 2020
	Support for export-oriented industrial development and trade (generation of innovative solutions to support industrial development and trade)	Number of institutions networked	January 2017	June 2022
		Record of shared information and tools		

Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
Application of STI for socio-economic development	Support for export-oriented industrial development and trade (generation of innovative solutions to support industrial development and trade)	Record of the number and categories of institutions involved	July 2018	June 2022
		Number of technology tools identified and disseminated	July 2018	June 2022
	Information and Communication Technology (Capacity in ICT enhanced for efficient productive and social sectors in the region)	<ul style="list-style-type: none"> - Youth ICT Program in place by December 2018; - Number of trainees supported - Number of ICT tools identified and disseminated - Number of categories of actors involved 	July 2019	June 2022
EASTECO Foundational Commitments	Strengthening of EASTECO's institutional framework for effective and efficient governance and operations	<ul style="list-style-type: none"> - Job description manual in place by September 2017 - Recruitment policy and staff manual - Staff in place as per the approved EASTECO organogram - Governing Board in place (members gazetted) by June 2017 - Specialised Technical Committees in place by June 2018; - Communication Strategy in place by December 2018; 	January 2017	June 2022

Strategic Priority	Strategic Goal	Measure/ Performance Indicators	Start	Finish
EASTECO Foundational Commitments	Strengthening of EASTECO's institutional framework for effective and efficient governance and operations	<ul style="list-style-type: none"> - Job description manual in place by September 2017 - Recruitment policy and staff manual - Staff in place as per the approved EASTECO organogram - Governing Board in place (members gazetted) by June 2017 - Specialised Technical Committees in place by June 2018; - Communication Strategy in place by December 2018; 	January 2017	June 2022
		Accounting system in place and maintained	January 2017	June 2022
		Video-conference in place by June 2021	July 2019	June 2021
		Report of Feasibility studies in place by June 2020	July 2018	June 2020
	Enhancement of collaboration and partnerships (Enhancement of stakeholder engagement and partnerships in the STI community)	<ul style="list-style-type: none"> - Number of think tank in place; - Advisory reports, policy briefs by the Working Groups; 	July 2019	June 2022
		<ul style="list-style-type: none"> - Number and reports of forums, conferences, exhibitions & seminars held 	July 2017	June 2022
		<ul style="list-style-type: none"> -Strategy of funds utilisation in place by June 2019; -East African Research Fund in place by June 2021; -Number of Research project funded; 	July 2018	June 2022

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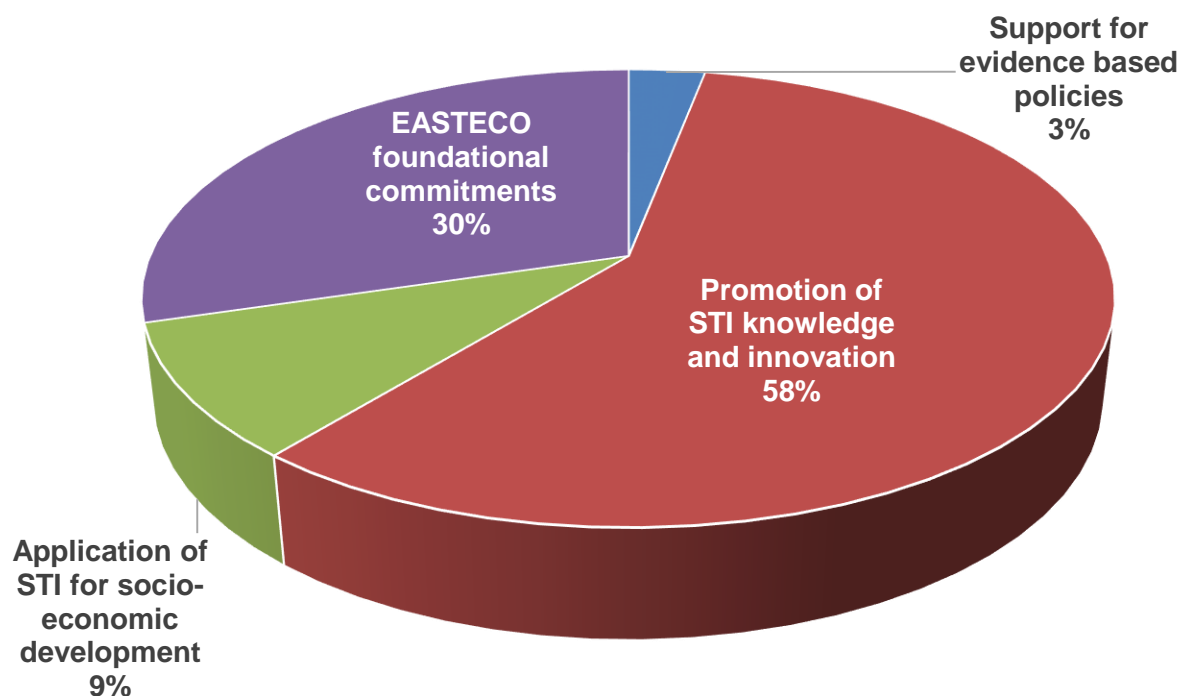
RESOURCE REQUIREMENTS



PROJECTED RESOURCE REQUIREMENTS

Strategic Priority	Amount (USD)
Support for evidence based policies	667,000
Promotion of STI knowledge and innovation	12,789,000
Application of STI for socio-economic development	2,086,000
EASTECO foundational commitments	6,543,000
TOTAL	22,085,000

Proportion of budget for EASTECO's Strategic Priorities



Promotion of STI knowledge and innovation accounts for the greatest share of financing at 58% due to the envisaged provision of funds to selected and approved projects through the East African Research Fund (EARF)

This is followed by EASTECO foundational commitments at 30%. This is because the first five-years of this Strategic Plan are important for EASTECO to develop operational structures and mechanisms that will serve it in the decades to come.

PROSPECTIVE SOURCES AND ALLOCATION OF FUNDING

Funding to support EASTECO may be sought from national, regional, continental and international sources of funding. National sources include the public budget while regional, continental and international financing includes the East African Community, global and regional development banks and funds, multilateral and bilateral donor agencies, NGOs and foundations. The greater bulk of financing received from the EAC will be used to finance recurrent expenditure such as salaries and other operating expenses. It is therefore expected that the EAC's contribution to the financing of this Strategic Plan will make up only 30% of the budget while the remaining 70% will be from other sources. Within the five-year period, private sector financing is targeted at only 25% as EASTECO seeks to define itself and develop a value proposition. The financing model is illustrated in the figure below:

